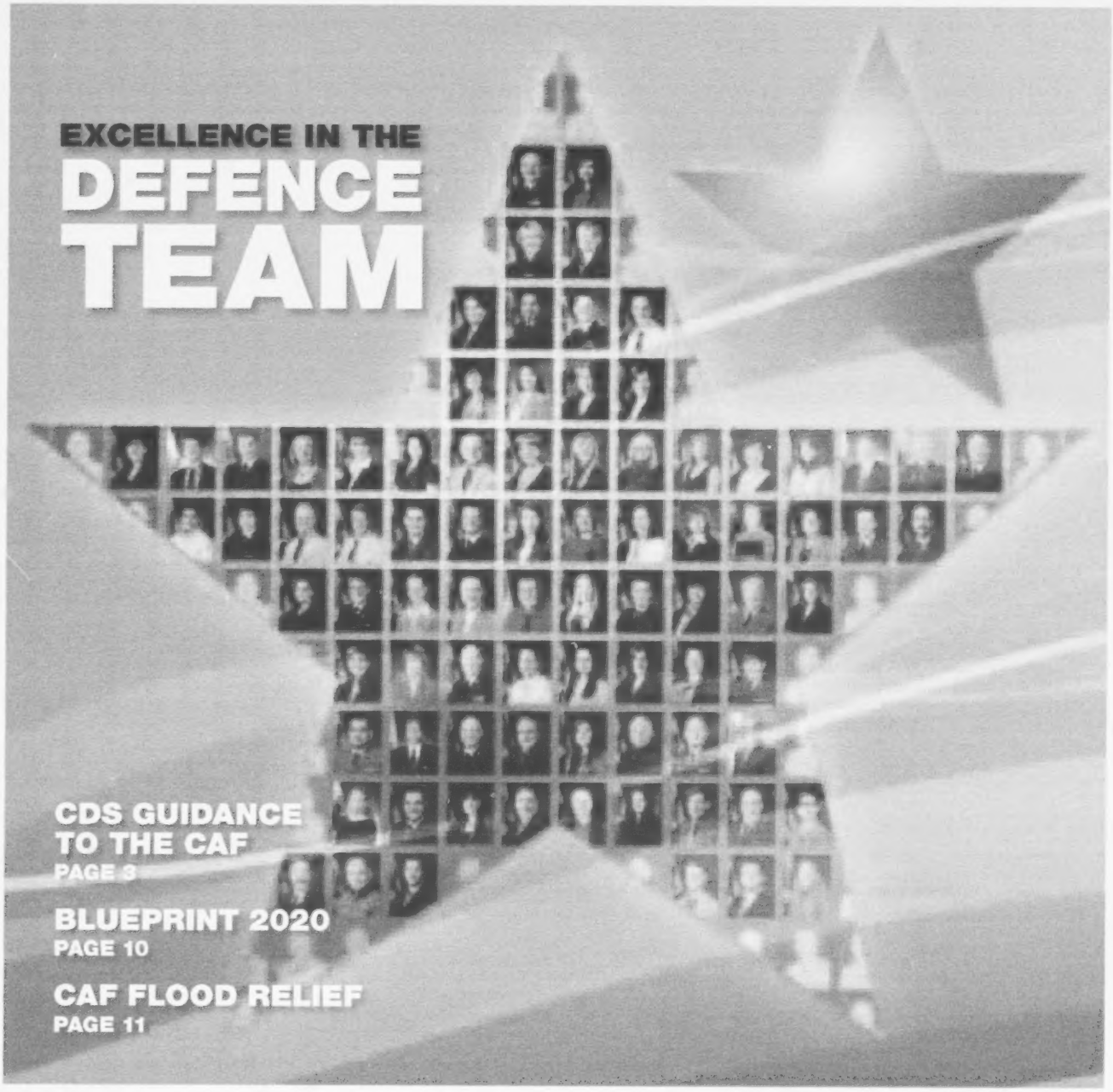
July 2013, Volume 16, Number 7

Keeping the Defence Team informed

Français au verso

THE Maple Leaf / LA Feuille d'érable



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National Defence / Défense nationale

Canada

ASK THE COMMAND TEAM

THE CDS AND CF CHIEF WARRANT OFFICER WANT TO HEAR FROM YOU

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull.**

Q **CAF military members have the Canadian Forces Temporary Duty Travel Instruction (CFTDTI) as a means of knowing what their travel rules and entitlements are.**

To the best of my knowledge, there is no equivalent civilian travel instruction covering the rules and entitlements within DND. Problems arise when military travel clerks make civilian travel decisions based on CFTDTI (intended for military personnel) for civilians travelling on duty everywhere in the world. This causes confusion and often does not necessarily conform to Treasury Board's (TB) various travel directives for civilian employees. As an example, when a civilian travels to Australia, he is entitled to either business class, or after a set number of continuous travel hours, a break in a hotel before resuming the long journey. If the civilian was booked on a continuous economy flight schedule from Ottawa-Vancouver-Sydney-Canberra, it would be contrary to TB rules, but for a military member this would be the most economical means to get the member to the destination.

Could you please clarify which specific set of travel rules within DND apply to the civilian employees?

Civilian Employee, Ottawa

A Thanks very much for your question. With regards to travel for civilian employees at DND, Treasury Board travel rules govern all Government of Canada civilian travel. Additionally, the CFTDIs should be completely aligned with the TB directives. In particular, CANFORGEN 050/11, paragraphs 1 and 2 apply specifically to your question.

The links below should provide all the background regulations required.

Temporary Duty (TD) site:
admfincs.mil.ca/claimsx_web/td-reg-st_e.asp?sel=cxw

CFTDTI applies only to members of the Canadian Armed Forces. See sections: 1.03-Authority-TB and 1.04 – Authority-TB-Delegation.
cmp-cpm.forces.mil.ca/dgcb/dcba/engraph/download_e.asp?docid=67&sidesection=2&sidecat=7

National Joint Council Travel Directive - See Purpose and Scope, Application sections.
www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.

Gen Tom Lawson, CDS

Q **Will reservists be utilized more in upcoming deployments?**

Leading Seaman, London (Ontario)

A In the years ahead, the Canadian Armed Forces will continue to integrate reservists into any force we send to serve in mission areas, both overseas and here at home. Simply put, we would not have been able to sustain our intense operational tempo of the past decade without the tremendous contribution of our Primary Reserve Force. As the future is unpredictable and since we do not know where or when we may be called upon to serve next, we must remain flexible and ready to respond when needed.

For those who may be unaware, I think it is important to note the role our Reserves play in serving Canada at home and abroad. Take for example Operation ATTENTION, where roughly 20 percent of the deployed force is presentlymade up of reservists; or note that in March 2013, HMCS *Summerside* and HMCS *Kingston* (two MCDVs) completed a 36-day Op CARIBBE deployment. Also, during the last year, in addition to the Naval Reserve's on-going responsibility to crew the MCDVs, nearly 50 Naval Reservists were serving aboard major warships at one point or another. From a Force generation and employment perspective in the Reserves, these are impressive accomplishments.

I also understand that many of our reservists work hard to balance family, school, or work obligations with their Reserve service requirements. In an effort to better align military employment opportunities with the civilian obligations of our Naval Reserve personnel, the Navy is looking for ways to increase the number of shorter duration deployment opportunities it can provide to qualified Class A personnel. I can also tell you that in keeping with our current objectives, the Royal Canadian Navy, Canadian Army, and Royal Canadian Air Force Reserve, in close collaboration with the Chief of Reserves and Cadets, will continue to recruit, train, and exercise to maintain the levels of readiness we believe we will need to meet Canada's foreseeable security requirements.

I am determined to maintain our ready Force and our subsequent ability to respond appropriately should the government call upon us. To be able to do so absolutely requires a continued investment in our Reserve Forces. And to that end, great effort is being placed on ensuring the allocation of training days for our part-time reservists is in keeping with historical norms.

I think all Canadians would agree with me when I say that reservists make a substantial and valued contribution to our nation's security. As CDS, I will ensure the conditions remain for the continued successful collaboration of our Reserve and Regular Force as we work together to achieve the missions set out for us in the *Canada First* Defence Strategy.

Gen Tom Lawson, CDS

CFCWO DEPARTURE

I would like to inform you that I retired from the Canadian Armed Forces on July 5, after 36 years and 304 days of service. It's school of life has allowed me to live an extraordinary experience. My successful and fulfilling career would not have been possible without the support of my family and all the military and civilian personnel I've had the privilege and the pleasure of working with throughout my career.

I would like to take this opportunity to thank all the personnel, who by their actions, advice and opinions, have contributed to my training and development over the years. I'm grateful to all my superiors who believed in me and always made me feel I was making a difference. I have appreciated the friendship of my peers – hopefully they feel the same. As for my colleagues, who without your support, I would not be who or where I am today, I hope that you feel I have represented you well and with honour.

In closing, please join me in welcoming Chief Warrant Officer Kevin West, your new CFCWO, to the Command Team. ♣

CPOI (Ret) Bob Cleroux, CFCWO

***THE MAPLE LEAF* WILL NOT BE PUBLISHED IN AUGUST**, but will return in September. Visit **dt-ed.mil.ca** for updates. Have a safe and happy summer!

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The Maple Leaf is the monthly national publication of the Department of National Defence and the Canadian Armed Forces, and is published under the authority of the Assistant Deputy Minister (Public Affairs).

ISSN 1480-4336 • NDID/IDDN A-JS-000-003/JP-001

COVER:

VISIT **DT-ED.MIL.CA** FOR UPDATES

CDS GUIDANCE TO THE CAF:
Where are we going next?

FILE PHOTO

Gen Tom Lawson, CDS, addresses the crew of HMCS *Regina* with CPO1 Bob Cleroux (left), the Canadian Forces Chief Warrant Officer, during a December 2012 visit to the ship in the Arabian Sea.

It has been my great pleasure and privilege in recent months to meet with a wide cross-section of Canadian Armed Forces (CAF) members, at home and in operations, across the country and around the world.

Among the many questions I receive, one consistently stands out: "Where are we going next?" This is a difficult question to answer, not only because none of us can predict the future, but also because it can be interpreted in so many different ways, depending on whether we wish to approach it from an operational perspective, institutionally, or from a personal or family standpoint.

In the role of the Chief of the Defence Staff, one of my main responsibilities is to carefully consider the future, and to ensure the CAF is on the right track to be prepared to respond to our country's call, whenever and wherever it may come. To this end, it is my task as your commander to establish the direction, scope, and tempo of our efforts, and to communicate this direction to you in a way that makes our goals and priorities clear. This document is intended to do just that.

As with any commander's guidance, it walks a fine line between specific direction and more general ideas about where we should place our main effort. While it should not be regarded as a shopping list of tasks or deliverables, neither can it be treated as entirely conceptual. Rather, I see it as a remit for broad action within the CAF as a whole, as well as a series of expectations against which I intend to monitor and measure our performance.

It has been said that command is a solitary affair, but I regard strategic thinking as a team sport. Regardless of rank or operational background, we all have a role to play in building and sustaining our CAF. Accordingly, this document is intended to drive consistency and common purpose through the chain of command. I expect the concepts and directives contained herein to permeate our planning, both operational and administrative, to inform our day to day work, and to shape our communications to our uniformed men and women.

There should be no doubt that we are facing many uncertainties, and I am aware that, in the current economic and geopolitical environment, it can be difficult to find the way forward and to set clear priorities. But I also believe that it is never a bad time to lay down clear, realistic, and (above all) positive expectations and ambitions. We have dealt with many of the same challenges we see today at various points in the past, and we have learned from those experiences. This time around, we are also able to draw upon the efforts of the newly-formed Defence Renewal Team as they take a pan-Defence look at how we can find new efficiencies to make the CAF more operationally effective. Ultimately, I repose my greatest confidence in you, the men and women of the CAF. Supported by sound and compassionate leadership, a strong operational focus, and forward-looking strategies, your resilience, professionalism, and dedication to duty will keep us on course.

In closing, I would ask you to read and consider this document carefully. Incorporate it into aspects of your leadership and into your plans for the future. Above all, make it part of the frank, ongoing discussion that keeps us engaged in finding new and better ways to serve Canada. I certainly look forward to your feedback, and to seeing this guidance put into action.

Gen Tom Lawson

On June 17, the CDS Guidance to the Canadian Armed Forces document was made available through the CDS' intranet page. This document outlines the CDS' four core priorities for the CAF: Delivering operational excellence; Preparing the CAF of tomorrow; Caring for CAF members and their families, and Leading the Profession of Arms. It will quickly become apparent to many that these four priorities are inextricably and completely intertwined; with each being important and very much deserving of the CAF's on-going attention today and into the future.

To read the full CDS Guidance to the Canadian Armed Forces document visit: http://cds.mil.ca/doc/guidance-directives-eng.pdf.

DEFENCE TEAM SITE NEW HOME FOR *MAPLE LEAF* ARTICLES

The web presence of *The Maple Leaf* will soon be changing, but this does not mean that on-line news and information about DND/CAF will no longer be available. On the contrary, in keeping with trends in on-line news distribution, *The Maple Leaf* will evolve to provide members of the Defence Team with even more ways to stay connected.

Articles will be available primarily through the internal Defence Team site (dt-ed.mil.ca) as news unfolds. The regular *Maple Leaf* print publication will continue and selected news articles will be available through the DND/CAF RSS feed and on the iPhone and iPad apps.

Groups such as veterans and community associations, business and opinion leaders, defence analysts, and academics will continue to receive selected *Maple Leaf* articles in a new e-newsletter tailored to their unique information needs.

For questions regarding *The Maple Leaf* Website, please contact Corporate Internal Communications: +Internal_Communications_internes@ADM(PA)@forces.gc.ca.

BUILDING BRIDGES AND BREAKING DOWN BARRIERS TO THE FUTURE OF ARMY TRAINING

PHOTO: Cpl Lio-Alexandre Hamelin

Accompanied by CWO Jules Moreau, Regimental Sergeant Major, LFDTS (left), MGen Steve Bowes, commander of the Land Force Doctrine and Training System (LFDTS) (centre), provides opening remarks at the recent Army Individual Training Authority (AITA) conference hosted by Col Michael Nixon, Commander, Combat Training Centre located at CFB Gagetown.

Winston Churchill has been credited to have observed, "A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty." While historians debate the context within which he said this, these words could just as easily be applied to the recent Army Individual Training Authority (AITA) conference hosted by the Combat Training Centre (CTC) located at CFB Gagetown.

"We can be victims of our own success," said Major-General Steve Bowes, commander of the Land Force Doctrine and Training System (LFDTS) in his opening remarks at the beginning of the two-day conference. "Sometimes folks don't have a full appreciation for the challenges we face but there are some unique opportunities to be found and the direction I have is, 'Carry on'."

FUTURE DESIGN OF ARMY TRAINING

It seems somehow appropriate that a conference on the future design of Canadian Army training would be held on the anniversary of the Corps of Royal Electrical and Mechanical Engineers in the building that houses the Canadian Forces School of Military Engineering (CFSME).

The conference saw Area Training Centre Command Teams receiving a series of CTC staff updates and a focus on the development of an affordable and sustainable AIT system to be implemented over the next two-to-three years and beyond.

In the last few years, throughout the various operations in Afghanistan – such as Operation APOLLO, Op ATHENA, Op MEDUSA, and most recently, Op ATTENTION – the Army has collectively come to evolve into a modern and crucial force. The goal of this training review is to position the Canadian Army training system for enduring relevance.

"We still want people to go to the field and do collective training and get cold, tired and dirty," said MGen Bowes. "IT redesign will take several years but most of the key decisions will be worked out between now and year-end, seeing less training in fixed schoolhouse structures and more at individual garrisons."

RENEWAL INITIATIVES

While terms like performance management, business process renewal, and leveraged transformational training capabilities may sound imposing, they are part of the lexicon required of the officers and senior NCOs who have come from all corners of the Canadian Army to participate in the redesign of AIT. Redesign of AIT is one of several rolling transformational initiatives which form part of the Army Training Review which commenced September 2012.

Army Training Review is a campaign plan of renewal initiatives spanning collective training, individual training and professional development which will posture the Army Training System for enduring relevance by seeking efficiencies and preserving core effectiveness. Army Training Review is a key contribution to Defence Renewal, a series of activities that will allow the entire Defence Team to find better, more effective and efficient ways to do our work, and will move us into a new era of purpose.

The Canadian Army faces significant challenges over the upcoming years and these leaders are taking some of the first steps in preparing to face those challenges head-on.

"There is no 100 percent solution," said MGen Bowes. "There will be friction and tough decisions. The Army will continue to train, balancing effectiveness and efficiency. Opportunities need to be seized!" ♣

CAF RECOGNITION PROGRAM RECIPIENTS HONOURED

PHOTO: DFAIT(D) Imaging Services

Twelve Canadian Armed Forces (CAF) members visited Ottawa from May 31 to June 3, to participate in the 2013 CAF Recognition Program. Each member chosen for the program was presented with a Chief of the Defence Staff Commendation for deeds or activities beyond the demand of normal duty. Participation in this program is a unique experience for those selected.

On June 3, these members gathered in the House of Commons during Question Period for CAF Recognition Day, which is the central event of the CAF Recognition Program. This gave members of Parliament the opportunity to express their gratitude to CAF members for their hard work and service to Canada.

"These 12 deserving members, drawn from across the country, represent the best of our Canadian Armed Forces – and are a superb representation of the nearly 100,000 men and women who wear our uniform," said Lieutenant-General Stuart Beare, commander of Canadian Joint Operations Command. "The Canadian Armed Forces Recognition Program is a great way for us to thank them for both their work and the sacrifices they and their families have made in the service of Canada." ♣

2013 CAF Recognition Program recipients during the Canadian Forces Chief Warrant Officer Brunch in Ottawa on June 1.

Rear row, left to right: WO Christopher Keith; Cpl Daniel Foulds; MWO Pierre Coté; Cpl Marc-André Amyotte; Capt Dylan Pannell; Canadian Ranger Richard Drummond.

Front row, left to right: CPO1 Robert Cléroux, CFCWO; Maj Marco Grenon; Sgt Gregory Oliver; Capt Steve Nicoll; Sgt Robin Richardson; CPO2 Paul Steen; MS Malerie Aylward; LGen Stuart Beare, commander of CJOC.

CANADIAN DEFENCE COMMUNITY BANKING: **Tailored to your military lifestyle**

Canadian Defence Community Banking

Throughout your service in the Canadian Armed Forces (CAF), you will experience postings, deployment and opportunities to enhance your learning and your skills. Many of these experiences have financial consequences. That's why Canadian Defence Community Banking (CDCB), a Chief of the Defence Staff-authorized program of Canadian Forces Morale and Welfare Services, is specifically tailored for the entire military community. Its services give you the best financial solutions for your military lifestyle and needs.

Early Career: As a recruit, you must have a bank account to have your salary deposited. CDCB offers a discount on banking accounts that can save you over $100 per year. You can open a banking account suitable for your financial goals and learn how to run your account so that you don't incur extra charges.

During Service: Throughout your military career you may experience several postings. With CDCB you can easily receive uninterrupted service as you move from one location to another. CDCB also offers a portable mortgage option which helps eliminate the fees associated with breaking a mortgage.

Deployment: You can reduce deployment stress by ensuring your finances are in order before you leave. With CDCB you have access to on-line banking when you are away. You can set up direct debits to pay your bills in your absence, or open a joint bank account so that someone else can manage your financial affairs while you're away. And don't forget to make plans for that extra sum of money you'll receive upon your return. It's a great opportunity to spend some and save some.

Leaving Service: It's never too early to start thinking about life after the CAF. Your financial situation will certainly change when you leave. Whether you are embarking on a new career or enjoying extra time on your hands, it's a good occasion to revisit your budget and to get ready for your new life.

This summer, it is worth taking a second look at CDCB to ensure that you're taking advantage of the special rate Mortgage Offer, Cash Bonus Everyday Banking Offer and the Support Our Troops MasterCard with bonus air miles which directly benefits CAF morale and welfare programs.

For more information about CDCB, visit **www.cdcb.ca**.

OP NANOOK 2013: CENTREPIECE OF ARCTIC OPERATIONS

In support of the Government's Northern Strategy and the *Canada First* Defence Strategy, the Canadian Armed Forces (CAF) continue to develop its Arctic capability by establishing continuous presence throughout the North, as well as by enhancing liaison and co-operation with a variety of government departments and agencies.

Permanent presence in the North is maintained by the Regular and Reserve Force personnel located in over 60 communities across the three northern territories. Additionally, the ranks of the CAF swell during any one of the major operations and exercises conducted North of 60, most of which are conducted with our governmental partners.

NORTHERN DEPLOYMENTS

Operation NANOOK, the most well-known of all the northern deployments, is complemented by other annual Joint Task Force (North) (JTF N) Northern operations such as Op NUNALIVUT in the High Arctic in April, Op NUNAKPUT in the Western Arctic in July, and Op QIMMIQ which spans the entire Arctic year-round.

The success of these northern operations further enhances CAF collaboration with other government departments and agencies while maintaining and developing strong relationships with local authorities, and indigenous populations as well as leveraging on the unique expertise of the Canadian Rangers.

OP NANOOK DETAILS

This year, Op NANOOK 2013 will take place from August 2 to 23, in four distinct geographical locations: the Western Arctic, Whitehorse, Yukon Territory; the High Arctic, on Cornwallis Island, Nunavut; Central Arctic on King William Island; and finally in the Eastern Arctic, on and around Resolution Island, Nunavut.

The operation will involve more than 1,000 participants from the Royal Canadian Navy, the Royal Canadian Air Force, and the Canadian Army, including the Canadian Rangers.

JTF N Headquarters in Yellowknife, Northwest Territories, will operate the Joint Operations Centre, which will provide an all domain awareness operating picture of the North and act as a conduit for passing information to Canadian Joint Operations Command in Ottawa and other units.

Scenarios in Op NANOOK will showcase CAF support to civil emergency management scenarios, threats to public safety, and assistance to law enforcement agencies. They will also enhance our ability to operate in Arctic conditions, provide opportunities to practice with our northern partners in a realistic environment, and strengthen intergovernmental relations.

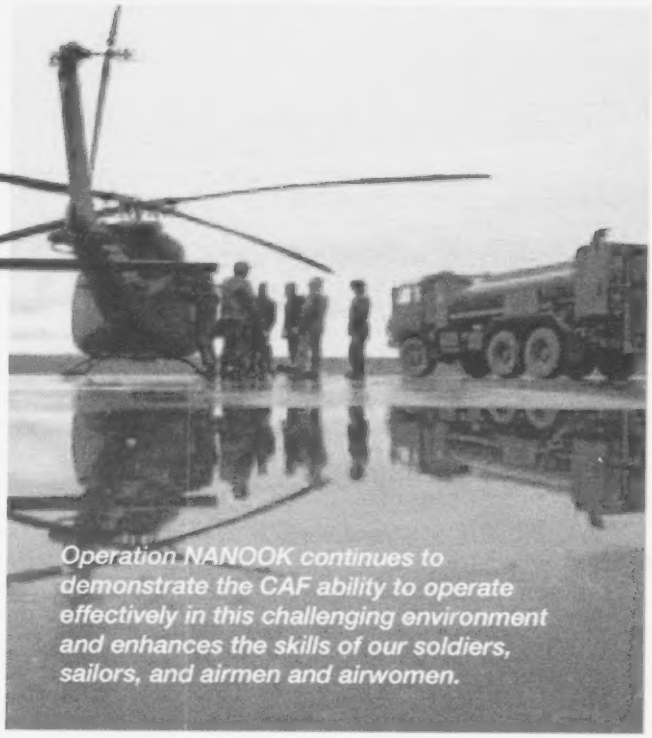
NANOOK SCENARIOS

The Whitehorse scenario will employ the CAF in the air and on land while providing support to territorial and municipal partners in the context of Disaster Relief Operations, specifically, providing assistance to the Yukon Government as a result of a notional wildfire that is threatening the City of Whitehorse and environs.

On Cornwallis Island, Nunavut, JTF N will respond to requests for assistance from Environment Canada after the local Hunters and Trappers Association will report suspected poaching activities on Cornwallis Island. The suspected poaching activity will fall within the law enforcement mandate of Environment Canada.

The Canadian Rangers will be active on King William Island, patrolling in the area and reporting on activity in the northwest passage.

For the scenario in Resolution Island, Nunavut, JTF N will respond to requests from the "V" Division of Royal Canadian Mounted Police. As a result of simulated suspicious activity on Resolution Island, the Royal Canadian Mounted Police will send a patrol to the site accompanied by elements of CAF. The scenario will involve a transfer at sea between the Royal Canadian Navy and Canadian Coast Guard and a shore landing.



Operation NANOOK continues to demonstrate the CAF ability to operate effectively in this challenging environment and enhances the skills of our soldiers, sailors, and airmen and airwomen.

FILE PHOTO

COLLECTIVE ARCTIC RESPONSE

In the Arctic, responding to emergencies requires a coordinated team approach. The knowledge and experience gained with our northern partners during the safety and security training events will enhance interoperability with other governmental departments and agencies in order to build our collective capacity to respond to emergencies in the Arctic.

Op NANOOK continues to demonstrate the CAF ability to operate effectively in this challenging environment and enhances the skills of our soldiers, sailors, and airmen and airwomen. Even more, it allows a large number of our team the chance to see parts of Canada that many never get to see. ✦

CAF SENDS SUPPORT TO UN MISSION IN HAITI

A Canadian Armed Forces (CAF) platoon departed on June 21, as part of the United Nations Stabilization Mission in Haiti (MINUSTAH) and will operate within a Brazilian battalion in Haiti until December.

Thirty-four CAF members from 5 Canadian Mechanized Brigade Group, CFB Valcartier, have completed language and peace-support training in Brazil to prepare them for this new mission. This platoon will complement Canada's military contribution to MINUSTAH that currently includes five military staff officers deployed on Operation HAMLET. Additionally, there are approximately 90 Canadian police officers serving with the UN in Haiti.

CAF SUPPORTING PEACE AND SECURITY

Their efforts will contribute to one of the CAF's core roles - supporting international peace and security for greater stability in our hemisphere. This mission also demonstrates the Government of Canada's ongoing commitment to engage in the Americas and deepening partnerships throughout the region.

"Canadians have been part of MINUSTAH since its inception in 2004 and their ongoing efforts will continue to benefit Haitians and improve Canada's relations with our partners in the Western Hemisphere," said Defence Minister Peter MacKay.

MINUSTAH has been critical in stabilizing the security situation in Haiti and has made important contributions by assisting with the conduct of elections, building up institutional capacity and helping to develop a more effective police force, legal system and correctional services.

"Our increased contribution to the United Nations Stabilization Mission in Haiti serves to highlight Canada's on-going commitment to the region, as well as our commitment to supporting international peace and security." — *Gen Tom Lawson, CDS*

PHOTO: MCpl David Singleton-Brown

Cpl Dany L'Écuyer and over 30 other members of the Royal 22e Régiment Valcartier – part of Op HAMLET 13 – are greeted by the command staff of the UN Brazilian Contingent.

"Our increased contribution to the United Nations Stabilization Mission in Haiti serves to highlight Canada's on-going commitment to the region, as well as our commitment to supporting international peace and security," said General Tom Lawson, Chief of the Defence Staff. "This deployment will also further develop our relationship and enhance our military-military co-operation with Brazil. I have every confidence that our personnel will serve with honour and distinction in Haiti; facts in which all Canadians can take great pride."

MINUSTAH was established with a mandate to maintain a secure and stable environment, to support Haiti's constitutional and political process, and to protect human rights. Its initial term of six months has been repeatedly extended annually, most recently until October 15. ✦

EXERCISE ENHANCES international navigation ability

With over 6,500 participants from 41 countries on four continents, the second annual International Mine Countermeasures Exercise (IMCMEX) is considered the largest exercise of its kind in the world.

IMCMEX was conducted to enhance the international community's ability to preserve freedom of navigation in international waterways. Held May 6 to 30, participating navies exercised a wide spectrum of defensive operations to protect international commerce and trade: mine countermeasures (MCM); maritime security operations (MSO); and maritime infrastructure protection (MIP).

CANADA'S CONTRIBUTION ON USS PONCE

Canada's contribution to IMCMEX was 15 Royal Canadian Navy (RCN) officers and non-commissioned members, and Regular Force and Reserves from Victoria, Ottawa and Halifax.

Commander Paul MacNeill was one of two Underwater Mine Countermeasures Commanders (UMCMC) embarked in USS Ponce. His multinational UMCM Headquarters (HQ) had seven people: three RCN watch officers plus liaison officers from France, Germany, Thailand and the US. Cdr MacNeill and his team have command of control of the underwater MCM assets – Unmanned Underwater Vehicle (UUV) and Explosive Ordnance Disposal (EOD) dive teams – tasked to locate and neutralize exercise underwater ordnance in the South Arabian Gulf. Also providing support in USS Ponce was a public affairs officer and an intelligence officer.

Canada's contribution also extended off USS Ponce: two operational planning officers ashore with the International Maritime Exercise Force (IMEF) HQ ashore in Bahrain and – last but certainly not least – a seven-man Clearance Diving team from Fleet Diving Unit Pacific embarked in USS Scout (MCM 8), an Avenger-class minehunter.

IMCMEX 2013 was hosted by US Naval Forces Central Command/US 5th Fleet, in the Arabian Gulf region, where vital sea lines, resources and international interests intersect. IMCMEX included participants from countries including: Australia, Belgium, Canada, Estonia, France, Germany, Netherlands, Norway, Qatar, Saudi Arabia, United Kingdom and the United States.

EX MAPLE FLAG attracts Colombian Air Force

Exercise MAPLE FLAG, the annual fighter exercise at 4 Wing Cold Lake, is known for attracting air forces from around the world who relish the opportunity to train in the wide, open air space of northern Alberta.

For the first in the 46-year history of the exercise, the Colombian Air Force, la *Fuerza Aerea Colombiana* (FAC), flew as a participating nation after flying as observers for the past four years.

"Ex MAPLE FLAG is very important," said Colonel Carlos Silva, a FAC KC-767 tanker aircraft pilot whose aircraft and crew provided refuelling services to Canadian CF-18 fighter aircraft during the first phase of the exercise.

"This first time in Canada has been a great experience for us," he said. "It's not very often we get the chance for this kind of opportunity so we tried to get as much out of [the exercise] as possible. Back home we have another type of experience, mainly fighting narco-terrorism, but we can still share [our expertise] with [MAPLE FLAG] participants."

PHOTO: MCpl Field

A Colombian KC-767 tanker aircraft takes off from the runway at 4 Wing Cold Lake during Ex MAPLE FLAG 46.

PARTNER AIR FORCES AS ONE COALITION

Phase one of the exercise, which ran from May 27 to June 7, also included participants from Belgium, Germany, the United States and the United Kingdom. Air forces from Belgium, United Kingdom and Singapore were scheduled to participate in phase two of the exercise, which ran from June 10 to 21.

Exercise director, Major Forrest Rock, says MAPLE FLAG prepares partner air forces to work together as one coalition because each country no longer operates exclusively in its own corner of the world. Its primary goal is "to take world threats we are seeing now and play them out," he said.

NATO PROCEDURES

For the Colombians, the main thrust of the experience was to learn NATO procedures and how to apply them to their own operations.

"We [intend to] bring a lot of these new experiences home with us so we can be better," said Col Silva. "We want to show the Canadian Armed Forces that we are capable and we are looking forward to seeing how our missions at home can contribute to the transformation of [regional defence]."

"This exercise has given us our first chance to work to NATO standards. The Canadians have facilitated this for us and have been very helpful with the process," he said. "The experience we have gained here over the past 10 days would take us years to get [back in Colombia]."

BUILDING CAMARADERIE

What may be the most important aspect to MAPLE FLAG is that, in addition to providing an excellent venue in which participants can hone their air combat skills, it engenders comradeship and enables the participating nations to further build trust and mutual respect.

"We have a special bond with the Colombians, and it has come even farther over the past 20 years," said Lieutenant-General Yvan Blondin, commander of the RCAF. "I am very proud to stand shoulder to shoulder with the Colombian Air Force. You have my friendship."

"We have made a lot of friends here and look forward to coming back again," said Col Silva.

For more MAPLE FLAG photos go to page 16. ◆

EX MAPLE RESOLVE sets the standard

A year of planning culminated in a gruelling final offensive at Ex MAPLE RESOLVE, which saw 1 Canadian Mechanized Brigade Group successfully defeat a significant enemy force.

In all, more than 3,000 soldiers were tested in the highest degree of training the Canadian Army delivers.

"It's challenging to design and deliver, but the end result is an extremely thorough learning experience," said Major Matt Primeau, Canadian Manoeuvre Training Centre (CMTC)'s lead planner for the exercise.

The month-long training event focused on combined arms groupings in an environment that mimicked the realities of a deployment.

CMTC took extensive measures to replicate a complex international setting, using role players to play refugees, media and local power brokers. The International Committee of the Red Cross and Red Crescent, as well as the Canadian Red Cross, were involved as advisors and role players.

"The participation from international non-governmental organizations on a planning and implementation level has significantly increased the realism and the learning opportunities," said Maj Errol MacEachern.

This exercise also involved joint training with other elements of the Canadian Armed Forces, such as the Royal Canadian Air Force, the Canadian Forces Health Service Group, the Canadian Joint Operations Command, as well as the US Army.

"Training at this level saves lives on operation. This is why we conduct these events," said Colonel Jocelyn Paul, CMTC commander.

Ex MAPLE RESOLVE, held annually at CFB Wainwright, is one of the final gateways before a Task Force is declared ready to deploy. Ex MAPLE RESOLVE was integrated into JOINTEX 13, a series of nationwide joint training and readiness missions designed to change how the Canadian Armed Forces train, develop and prepare for future operations.

For photos on this exercise go to page 16. ◆

NORAD, Russians meet in Ottawa to finalize EX VIGILANT EAGLE

Members of the North American Aerospace Defense Command and their Russian Federation Air Force counterparts met in Ottawa June 17-21 to finalize this year's live-fly exercise, Vigilant Eagle 2013.

This year's Vigilant Eagle exercise will take place August 27-28 in Anchorage, Alaska and Anadyr, Russia and involves Russian, Canadian and US military personnel and aircraft operating from command centres in Russia and the US.

Working in partnership with the civilian Federal Aviation Agency and its Russian counterpart, this year's exercise will focus on national procedures for monitoring the situation and the co-operative hand-off of a hijacked aircraft from one nation to the other, while exchanging air tracking information. All players will focus on coordinating their response to the incident. The basic scenario involves a simulated foreign flagged carrier on an international flight seized by terrorists. In the exercise, the aircraft does not respond to communications, but it does not deviate from the approved flight plan either.

The last Vigilant Eagle exercise took place in Colorado Springs in August 2012 and was a computer-assisted exercise. It allowed the teams to prepare for this year's live-fly exercise. This year's exercise will continue building and strengthening the co-operation and partnership established between the three countries.

The US-Russian Federation Armed Forces Military Cooperation Work Plan is the basis that allows the Russian Federation and NORAD personnel to conduct VE conferences and execution.

WATCHERS OF THE NORTH:
DOCU-SERIES FEATURING RANGERS PREMIERES IN SEPTEMBER

"Watchers of the North", soundman Chris Yapp and cameraperson Steph Weimar film Canadian Ranger Louisa Alookee.

PHOTO: Tim Elliott

A six-part docu-series, "Watchers of the North", featuring the adventures and lives of one of Canada's most intriguing and least known military units, the Canadian Rangers, premieres on APTN September 4.

The Canadian Rangers, made up largely of Aboriginal men and women reservists, patrol some of Canada's most remote and most northern regions, acting as the watchers of the North and demonstrating Canadian Arctic sovereignty.

DOCU-SERIES BREAKDOWN

The series is available in English and Inuktitut and was filmed between April and June 2012 in and around two towns in Nunavut, Gjoa Haven, on King William Island and Taloyoak, the northernmost settlement on mainland Canada. The half-hour episodes cover the following themes:

- The unusual training of new recruits.
- How search and rescue training brings up difficult memories for some Rangers.
- A patrol of the North Warning System.
- How snowmobile breakdowns and a Ranger's illness nearly sideline a seemingly routine Arctic presence patrol.
- The challenges of being teenage Junior Canadian Rangers in the remote North.
- Rangers tracking ice safety at the annual spring fishing derby.

"We're very excited about the series," says David Finch, series director. "Because along with the Rangers-related adventure that unfolds in each episode, "Watchers of the North" also touches on bigger issues. Northern climate change and global warming, Arctic sovereignty, youth suicide prevention, preserving cultural traditions, and the challenges and joys of life in Canada's extreme North, are just some of the themes that come through in the episodes."

RANGERS' TRADITIONAL KNOWLEDGE

The Canadian Rangers, formed after the Second World War, are a rare example of traditional knowledge outweighing military doctrine outside of the basic weapons, GPS, and Search and Rescue training Rangers receive, members of the patrol rely heavily on their knowledge of the land and traditional navigation to carry out their duties.

"Although this series focuses on two patrols within 1 Canadian Ranger Patrol Group (1 CRPG), there are five CRPGs covering all of Canada with more than 4,800 Rangers," said Warrant Officer Robert Bertrand, a Junior Canadian Ranger Instructor at time of filming. "The Canadian Rangers are a sub-component of the Canadian Armed Forces (CAF) Reserve in sparsely settled northern, coastal and isolated areas of Canada which can't conveniently or economically be covered by other elements or components of the CAF."

More information on the series, including behind-the-scenes images, video and crew diaries, can be found at: **www.watchersofthenorth.com**, which launches July 2, at the series blog: **http://watchersofthenorthblog.com**, on Facebook at: **www.facebook.com/WatchersoftheNorth** and on Twitter: @WatchersNorth.

June ANNOUNCEMENTS at Defence

Recent announcements heated up the Defence Team this summer.

The newly painted RCAF CC-150 Polaris (Airbus A-310) at 8 Wing Trenton.

May 24

Investment in Canadian jobs and the CAF's Medium-to-Heavy Lift Helicopter Project

Kerry-Lynne D. Findlay, Associate Minister of National Defence, announced the awarding of $5.7 million subcontract that will create jobs in British Columbia and play an important role in supporting Canada's Medium-to-Heavy Lift Helicopter Project.

Contract to support Canadian military space assets announced

Kerry-Lynne D. Findlay, Associate Minister of National Defence, announced a contract estimated at $11.4 million for in-service support to the Unclassified Remote-sensing Situational Awareness (URSA) capability of the Joint Space Support Project.

June 2

Joint Support Ship Design Selected

A ship design for the Joint Support Ships being acquired for the Royal Canadian Navy has been selected, as part of the National Shipbuilding Procurement Strategy.

The Joint Support Ships will supply deployed Naval Task Groups with fuel, ammunition, spare parts, food and water. They will also provide a home base for maintenance and operation of helicopters, a limited sealift capability, and support to forces deployed ashore.

June 3

Queen Elizabeth II accepts Royal Appointment as Colonel-in-Chief of the CAF' Legal Branch

Her Majesty Queen Elizabeth II, Queen of Canada, has graciously consented to serve as the first Colonel-in-Chief of the Canadian Armed Forces' Legal Branch.

June 5

Canadian Warship Disrupts Terrorism Activities in the Arabian Sea

HMCS *Toronto* successfully disrupted her fifth – and by far the largest – narcotics shipment since March of this year as part of ongoing counter-terrorism operations in the Arabian Sea.

June 7

The True North Strong and Free - New Look for the RCAF's CC-150 Polaris Aircraft 15001

As part of regularly scheduled maintenance, the CAF repainted the aircraft primarily used to transport members of the Royal Family, the Governor General, the Prime Minister, and other dignitaries. Given this aircraft's special role on the world stage as a symbol of Canada, the requirement to repaint the aircraft presented an opportunity for a paint scheme that better reflects our country.

This new design includes Canadian symbols like our National Flag, Canada's Coat of Arms, and the Royal Canadian Air Force logo. The colour scheme and design is more reflective of Canada's national identity and consistent with aircraft used by allied countries in similar roles.

Base Fire Hall and Emergency Response Centre opened at CFB Esquimalt

Kerry-Lynne D. Findlay, Associate Minister of National Defence officially opened the new Base Fire Hall and Emergency Response Centre at CFB Esquimalt, a project that helped generate approximately 160 jobs in British Columbia.

Canadian warships depart for coastal operations and training exercises in the St. Lawrence Seaway and the Great Lakes

HMC Ships *Glace Bay* and *Kingston* departed Halifax to conduct a seven-week period of coastal operations and training exercises until the end of July. As part of their deployment, these two Kingston-class Maritime Coastal Defence Vessels, and the Naval Reservists who crew them, will visit various ports of call along the St. Lawrence Seaway and the Great Lakes, providing Canadians with opportunities to tour the warships and interact with their crews.

June 17

Military personnel leave for Afghanistan

Two groups of CAF military personnel departed from Edmonton, Alta., and Shilo, Man., for Kabul, Afghanistan. The military personnel will participate in the third and final rotation of Operation ATTENTION, the Canadian Contribution Training Mission – Afghanistan from June 2013 to March 2014.

June 20

Vice-Admiral Mark Norman assumes command of the RCN

VAdm Mark Norman assumed the duties of Commander of the Royal Canadian Navy from VAdm (Ret) Paul Maddison at Cartier Square Drill Hall in a formal ceremony attended by Defence Minister Peter MacKay and presided over by General Tom Lawson, Chief of the Defence Staff.

Canadian Forces Grievance Board's Name Changed to Military Grievances External Review Committee

The name of the Canadian Forces Grievance Board, a federal tribunal mandated to review certain grievances submitted by members of the military, has been changed to Military Grievances External Review Committee. The new name became effective on June 19.

June 22

Troops Return From Afghanistan

More than 900 members of the CAF returned home after a nine-month deployment in Afghanistan, where they trained and advised Afghan security forces in Kabul during this rotation of Operation ATTENTION, Canada's contribution to the NATO Training Mission-Afghanistan.

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

J8 MILITARY OPERATIONS - CAPITAL GAINS FOR THE CAF

They pull the purse strings of the Canadian military. In fact, the five women who make up the J8 Finance Military Operations group – four military and one civilian – are those operatives who financially plan and cost all domestic and overseas operations for the Department of National Defence. Arguably, they are the most powerful women in the department today.

LCol Hélène Martel, (left), Maj Irene Chung, SLt Linda Spencer-Sands, Capt Amy Rickets and Lillian Hibbert.

PHOTOS: Cpl Heather MacRae

Today, J8 Military Operations fulfills a valued role in supporting the Readiness pillar in the *Canada First* Defence Strategy (CFDS). J8 financial planning ensures the appropriate funding provided to the CAF enables commanders to meet all their operational commitments delivering military excellence through the deployment of personnel and equipment across Canada and around the world.

"We are the operations branch of Assistant Deputy Minister (Finance and Corporate Services) Group," says Lieutenant-Colonel Hélène Martel, section head of the J8 shop, located in Ottawa.

LCol Martel and her team – a cross-section of military and civilian staff (Major Irene Chung, Captain Amy Rickett, Sub-Lieutenant Linda Spencer Sands, civilian Lillian Hibbert and a satellite member who resides at the Canadian Joint Operations Command—CJOC, Maj Gary Benjamin) – discuss the what, how, do's and do not's of expeditionary and domestic operations finance.

WORLD OF FINANCE MEETS THE OPS WORLD

"Our office is where the world of finance meets the operations world," says Maj Chung, second in command of the section.

The process behind delivering operational monies required by Canada's soldiers, sailors, airmen and women is not easy. For starters, J8 doesn't plan in isolation. They work in tandem with the Strategic Joint Staff, Directorate Cabinet Liaison, Assistant Deputy Minister (Policy) – to name a few – when preparing their documents to present to the federal cabinet for the approval of budgets.

"We look at future ops, we review all concepts of operations and the costing," says LCol Martel. "We plan one to three years in advance, that's our horizon. And other than our ongoing UN commitments, we don't commit to any overseas missions beyond those."

When costing is approved and a military operation kicks-off, a task force commander typically requests a 'direct budget' if money is required immediately or she will have already worked these figures into her business plan forecast. In the case of Operation HESTIA, the CAF's contribution to the Haitian earthquake disaster, funding was accessed through a fiscal framework where the Department of Finance gave money to DND as outlined in the CFDS. Financial flexibility is already addressed through the CFDS giving DND permission to seek additional funding through a fiscal framework. The money then flows from the finance department to DND, who then divest it to the appropriate commands to conduct the mission. From there it's up to the task force finance officers to allocate and track appropriately.

"The two most important things we strive for are accuracy and consistency," says Sub-Lieutenant Linda Spencer-Sands. "Anything we prepare has to be staffed through four levels of approval, starting with the lieutenant-colonel and ending with the Department's Chief Financial Officer, Major-General Robert Bertrand."

MILLIONS TO BILLIONS

The accounts this team deals with are truly staggering.

"The difference between our office and what you find at a base or a wing is incredible," adds Capt Amy Rickett. "When I first came here from a wing, I only dealt with a few million dollars as a finance clerk, but I couldn't believe the feeling when I started handling billions."

Surprisingly, the tricky part isn't the number crunching, but the letters. Letters?

"We've had our hair on fire here when we make mistakes writing 'K' or 'B' after a number," laughs LCol Martel. "But we have a great team and we look out for each other so those mix-ups never go outside the office."

But finance is often accompanied by an annoying little sibling called confusion. "I see how people become frustrated by finance because like a little sister or brother, it creates chaos quickly," says Lillian Hibbert. "We try to avoid the turmoil, but it invariably happens that someone confuses 'Full Cost' (which includes out-of-pocket expenses as well as sunk costs, such as Regular Force salaries) with 'Incremental Cost' (which only includes out-of-pocket expenses). It is important to distinguish between the two, as DND normally seeks reimbursement of incremental costs, but only for major operations."

ANNUAL REPORTING

When the team is not busy putting out those fires, they are hard at work preparing annual reports for internal and external consumption, such as the Departmental Performance Report which details how much international and continental operations cost for the year that just ended (or Expeditionary (International) operations for Financial Year 2011/2012, the Full cost was $2,003,027,000 while the Incremental cost was $951,117,000) and Reports on Plans and Priorities (forecast of these operations for the current and upcoming year).

It's clear this group isn't afraid of a few billion dollars or the stressors that accompany the work, yet the excruciating detail is worth the pay-off.

"The work is rewarding," says LCol Martel. "This is a really efficient team and we're in the groove. I have to say that this job has been the most demanding in my career, but I can honestly say these are the most talented people I've ever worked with."

Now that's a balance sheet that reads in the black for the defence department. ◆

Training put in action SAVES CAF MEMBER

Cpl Robert Essiambre and Cpl Nicole Duench of 23 Military Police Flight, 17 Wing Winnipeg used their vehicle's automated external defibrillator to save the life of a CAF member.

People don't foresee themselves needing emergency medical attention, especially not at work. But one Canadian Armed Forces (CAF) member is lucky that, when he did indeed require medical help, the right people and right equipment were available.

Recently at 17 Wing Winnipeg, two Military Police (MP) members, Corporal Robert Essiambre and Cpl Nicole Duench of 23 Military Police Flight, put their first aid training in action during the first reported use of an MP mobile defibrillator where the patient survived.

UNCONSCIOUS CAF MEMBER

As the partners were conducting MP duties in the front of the Military Police Detachment, their clerk yelled that someone was lying unconscious in a building adjacent to the MP Detachment. As they sprinted out of the building, Cpl Duench took the time to grab the Automated External Defibrillator (AED) located in one of the patrol vehicles.

Twenty-five metres away, in the foyer of the other building, lay an unconscious CAF member with no signs of life.

"I asked if anyone knew the member's name and if anyone had witnessed the event," said Cpl Essiambre.

The two MPs quickly learned that someone had previously spoken to the member while he was seated on the bottom of the stairwell and noticed he appeared to be ill. After a quick exchange of words, the CAF member refused help, saying only that his back hurt. The other person continued up the stairs and, once at the top of the staircase, heard the member fall.

FIRST AID TRAINING IN ACTION

Having just completed a first aid course three months ago, Cpl Essiambre took control and started asking questions of the people around him, collecting info and checking the unconscious member's level of alertness and breathing, which had negative results. Cpl Essiambre had been in other situations where first aid was needed, but "this was the first time I had to do CPR," he said.

Cpl Duench arrived on the scene just seconds after her partner.

"My partner was already there, pumping off CPR, and the member was lying on the ground and there were no vital signs," she said.

That was when Cpl Duench got the defibrillator patches ready.

"As my partner was doing CPR, I turned on the AED," she said. From that point on the MPs moved quickly, cutting the member's shirt open and placing the pads.

"And the defibrillator analyzed and couldn't find a pulse, and recommended a shock," said Cpl Essiambre. "I was really surprised when it said the person had to be shocked."

So what was going through his head?

"All my training kicked in and everything just happened," said Cpl Essiambre. As for Cpl Duench all that was going through her head was "we had to bring him back...and all that training was going through my head. Let's do what we have to do to bring him back," she said. "It's amazing how much your training kicks in. This shows just how very valuable our training is."

After another round of CPR and a second shock, 17 Wing firefighters arrived and continued CPR with a bag valve mask. Then, Emergency Medical Services arrived and administered a third AED shock and continued CPR. At that time, the member regained a pulse and started breathing again.

The latest report is the member is doing better and is at home, recovering. The fast response from the staff and student of the Learning Centre, and the quick response from the MPs and all Emergency services involved, saved this CAF member's life.

"It was lucky that we were next door and able to run over," Cpl Duench said with pride. "But we were just doing our job." ◆

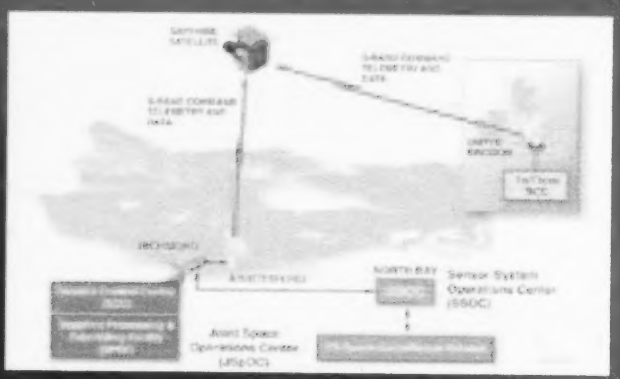
SAPPHIRE SATELLITE IN SPACE

The Canadian Armed Forces (CAF) achieved a significant milestone in Space Operations on May 29. The Sapphire System officially achieved its Commissioning Results Review and marked the entry into service of Canada's first dedicated operational military satellite.

"As space continues to be an important part of the global security environment, the observational data from the Sapphire satellite will be integral to increasing our ability to protect Canadian and allies' assets and interests in space," said Defence Minister Peter MacKay. "Our government believes that this satellite is an essential component of our robust defence for Canada and North America, through NORAD."

This month, the satellite entered an Operational Test and Evaluation phase to confirm CAF personnel, hardware, and software are ready to commence operations. The culmination of this phase will be a validation by the US Air Force Space Command that Sapphire meets the certification standards for entry into the US Space Surveillance Network (SSN). Sapphire is expected to be ready to begin contributing to the US SSN by the end of July. Sapphire will be the primary component of what will be known as the Canadian Space Surveillance System (CSSS).

The role of the CSSS is to provide space observational data essential to the protection of Canadian satellites – a key component of Canada's sovereignty and national security. The CSSS currently consists of two major elements: the Sapphire satellite and the supporting ground operations and control facilities.



SAPPHIRE CAPABILITIES

The Sapphire satellite is able to detect and collect observations on space objects including other operational satellites, unstable or defunct satellites and other space debris. This increased space situational awareness provides knowledge of the spaceflight environment as a whole, but is very useful for assessing the intent of adversarial space assets that could pose a risk to CAF elements; thereby enabling commanders to account for potential space threats during their operational planning. The detection and tracking of space objects, particularly space debris, helps predict and could prevent potential satellite collisions. As well, accurately predicting the re-entry of a potentially hazardous satellite may help safeguard human life.

The Sapphire ground facilities are located at two locations and each has distinct responsibilities and functions. Flying the satellite and ensuring that all of the required support and technical functions are accomplished takes place in Richmond, BC. This segment of the Sapphire System is composed of a Spacecraft Control Centre (SCC), a Satellite Processing and Scheduling Facility (SPSF), and the Sapphire Simulator. The SCC serves to control and monitor the Satellite while the SPSF is responsible for data transmission, reception, and processing. To send and receive the data, Sapphire will use two ground stations; the primary station (DND-owned) located in Abbotsford, BC and a secondary ground station owned/operated by Surrey Satellite Technology Ltd in the United Kingdom. The raw satellite data is processed by the SPSF and is then sent to the Space Systems Operations Centre (SSOC) at 22 Wing North Bay.

Royal Canadian Air Force personnel at the SSOC coordinate and provide the operational direction and tasking for the Sapphire satellite. They work in conjunction with the contractor facility at Richmond and the US Joint Space Operations Center (JSpOC). The SSOC will relay tasking messages from the JSpOC to the Sapphire System daily and provides observational data back to the JSpOC for correlation with observations from other SSN sensors; thus assisting with the accuracy of the space catalogue which is comparable to a list of satellite flight plans. The JSpOC is the US organization responsible for operating the global SSN to maintain a catalogue of all tracked space objects (currently tracking over 23,000 space objects).

New Directive Strengthens PERFORMANCE MANAGEMENT at Defence

If you're a civilian or military manager leading DND civilians and haven't heard about the latest directive on Performance Management, this article is recommended reading.

The new Directive on Performance Management standardizes performance management across the public service to better equip managers to reward good performance and to deal with unsatisfactory performance. This new Treasury Board directive applies to the core public administration and will come into force on April 1, 2014.

The new Directive on Performance Management will strengthen the way civilian personnel are managed, both within DND and the Government of Canada. When fully implemented, employees will have a clearer understanding of their role; it will better equip organizations and managers to: recognize and reward excellent performance; maximize performance; and deal decisively with unsatisfactory performance.

WHY DOES THE NEW DIRECTIVE MATTER?

If you are a civilian employee at National Defence, you will know what is expected of you and how your work contributes to the goals and priorities of National Defence. You will have a voice in helping to identify what you need to perform your work well, and a mandate to work with your manager to develop your skills and competencies and advance in your career.

If you manage civilian employees, you will have a systematic process for establishing, with employees, clear work expectations and for monitoring, on an ongoing basis, how well these expectations are being met.

The new directive also provides an improved framework for managers in which good work can be recognized, excellence encouraged and development supported.

With the new directive, there is clarity on the steps to be taken if performance does not improve. It outlines ways to identify cases of unsatisfactory performance at the earliest opportunity possible so that one or more of the following actions, depending on the circumstance, can be taken:

- developing, and monitoring at regular intervals, an action plan to improve performance;
- withholding the employee's next scheduled pay increment;
- demoting the employee; and
- terminating employment.

IMPLEMENTATION WITHIN NATIONAL DEFENCE

ADM (HR-Civ) has been involved in meetings with the Office of the Chief of Human Resources (OCHRO) and consultations with key stakeholders, committees and working groups to prepare for the implementation of the new performance management process to ensure all personnel are treated with respect and in accordance with their collective bargaining agreements. As a department, National Defence has already begun to put a plan in place surrounding the implementation of the new Directive on Performance Management in order to support both employees and managers throughout the transition period and into the future.

NEXT STEPS

By September, OCHRO is expected to provide a standard performance form, action plan template, guides, various tools and other resources to support staff at various steps in the process. It will be made available to managers and employees at DND. This will include online performance management training and certification for managers with sub-delegated HR authorities, provided by the Canada School of Public Service.

Transitioning to this new program will involve cultural change and will take several years to complete. Information regarding the implementation of the Performance Management process at National Defence will be distributed over the coming months. If you have any questions about the Directive, please do not hesitate to discuss them with your manager. Information is also available on the Performance Management Website. ◆

Difference between the current performance management process and THE NEW PROCESS

FROM	TO
No formal policy requiring performance management for employees other than executives	Directive requiring performance management for all employees
No mandatory training	Consistent, mandatory training for managers and supervisors
Departments use different processes / forms	Standardized process and forms, and all employees must have annual performance objectives and mid-year reviews (informal conversation)
No systematic monitoring of probationary periods or formal sign-off of "successful" completion	Active monitoring, including attestation that employees have passed the probationary period
Inconsistent follow-up following performance appraisals	Standardized follow-up process, including an action plan to support and guide employees to improve performance within clear timelines
No standardized departmental performance management programs	Mandatory departmental performance management programs, with departmental review panels and process to review performance assessment results
No tracking and reporting of outcomes (e.g. training take-up, promotions, demotions, departures, etc.)	Departments maintain records of the distribution of employee performance ratings that can be rolled up public-service wide

JOIN THE BLUEPRINT 2020 CONVERSATION

The Clerk of the Privy Council, Wayne G. Wouters, recently launched an engagement exercise for the Public Service of Canada called Blueprint 2020: Getting Started – Getting Your Views. Some of you may have attended the armchair discussion via webcast, and even submitted questions.

You might be wondering how this engagement exercise fits in with our organizational vision and priorities.

"We have already begun the discussion of renewal in the Defence Team," says Edison Stewart, DND/CAF Champion for Blueprint 2020 and Assistant Deputy Minister (Public Affairs). "Now is the time to start talking about what the future public service will look like and how we're going to get there together."

Blueprint 2020 is based on a vision of high performance for the public service as a whole. Over the past year, Deputy Ministers collaborated in the development of a vision of a revitalized and world-class public service equipped to serve Canada and Canadians now and into the future. The vision that is beginning to emerge is one of a public service with a capable, confident and high-performing workforce that works collaboratively with citizens and stakeholders.

EQUIPPING OURSELVES FOR THE FUTURE

Whether our perspective is focussed on our work as individuals, as an organization, or our role as public servants, the issues are the same. What is needed to perform to the best of our ability for Canada?

As the Clerk mentioned at his Armchair Discussion, all deputy heads have been asked to broaden the conversation on the Blueprint 2020 vision so that public servants across the country can participate. The goal over the coming months is to determine what we need to do together to make it a reality. From these discussions a Blueprint 2020 action plan will be built and put forward in 2014.

YOUR OPPORTUNITY TO SHAPE THE FUTURE PUBLIC SERVICE

Blueprint 2020 is our opportunity to help shape the vision for the public service for the long-term, and it's strongly encouraged to join the discussion. As the Clerk wisely pointed out, no one is as smart as all of us together.

Visit the Website of the Clerk of the Privy Council or the Blueprint 2020 GCPedia page to share your thoughts. More information about Defence's engagement efforts will be made available shortly.

How can **YOU** contribute?

1. Join the conversation at Defence and discuss ideas with managers and colleagues.
2. Join in discussions that will take place in public servant communities and networks (e.g., Federal Youth Network, Defence Youth Network, National Managers' Community, National Defence Managers Community, among many others).
3. **GCpedia**: Answer the questions listed on the GCPedia site (www.gcpedia.gc.ca/wiki/Blueprint_2020); each question links to a new page where you can add your thoughts.
4. **GCconnex**: This platform will be updated regularly and bring you refreshed content such as guest blogs from senior leaders, themed discussions, links to documents, and more. Visit: **http://elgg.srv.gc.ca/elgg17/groups/profile/272967/blueprint-2020-objectif-2020**
5. You may also provide input through the Website of the Clerk of the Privy Council at **www.clerk.gc.ca/eng/feature.asp?pageId=350** or by e-mail at Blueprint2020@clerk.gc.ca

CAF HELP ALBERTANS RESPOND TO FLOODS

As flood waters slowly recede and Albertans start to restore some normalcy in their lives, DND, in support of Public Safety Canada, provided help to those in affected areas.

"The Province of Alberta has asked the Government of Canada for help, and our specialized skills, equipment, and expertise will assist provincial authorities in their efforts," said Defence Minister Peter MacKay.

CAF personnel and Royal Canadian Air Force aircraft deployed to airfields throughout the province assisting civilian authorities in search and rescue and evacuation efforts, including the rescuing of 31 people during the initial evacuation.

"The Canadian Armed Forces are in full support of the Province of Alberta and its partners in responding to this emergency situation. Our primary focus right now is to help protect those living in the regions affected by this flooding," said General Tom Lawson, Chief of the Defence Staff. "We will also work with other first responders and levels of government to help ensure our people and platforms can be appropriately brought to bear where they are needed most, whether that be in the delivery of humanitarian assistance or helping to provide added search and rescue coverage."

The primary role of the CAF is to defend and protect Canadians at home and abroad. Canadian soldiers have a proud record of assisting Canadians with flooding, most recently in 2011, when CAF members assisted civilian authorities during floods in Quebec and Manitoba. ●

PHOTO: MCpl Patrick Dubeau

Above: A CH-146 Griffon helicopter of 1 Wing in Kingston, Ontario flies over the city of Medicine Hat, Alberta to assess the damages caused by the floods during Op LENTUS on June 23.

Left: Members of Lord Strathcona's Horse (Royal Canadians) and local citizens pile sandbags to create a retaining wall around the water treatment facility in Medicine Hat, Alberta during Op LENTUS.

CELEBRATING EXCELLENCE IN THE DEFENCE TEAM

Under the backdrop of the LeBreton Gallery and the Canadian War Museum, 85 members of the Defence Team were recognized for their hard work and dedication at the annual DND/CAF Corporate Award ceremony.

Corporate Awards are the formal recognition awards bestowed annually by the Deputy Minister and the Chief of the Defence Staff to recognize the efforts of military and civilians working together to deliver on defence priorities as one Defence Team.

"These recipients exemplify the very qualities that we are trying to harness in an era of Defence Renewal," shares Richard B. Fadden, Deputy Minister of National Defence. "As an organization, we must harness this optimism and innovation from all levels, in order to move the institution forward and to redefine what it means to be a member of the Defence Team."

INAUGURAL DEPUTY MINISTER AWARD FOR EXCELLENCE

This year was also the inaugural presentation of the first Deputy Minister Award for Excellence which was created by former Deputy Minister Robert Fonberg to recognize civilian individuals who have demonstrated exceptional contributions to the Defence Team and have performed in an outstanding manner, improving the way the Defence manages its business and support functions.

STEPPING BACK AND APPRECIATING THE ACCOMPLISHMENTS

"Although I really enjoy what I do, I've never thought of it as being anything special," shared Christine Rodych, recipient of the DM/CDS Innovation Award. "To be recognized among all these members who have contributed so much to the DND/CAF was such an honour."

The ceremony was an opportunity for the recipients, as well as their nominators, to celebrate and reflect upon the successes of the past year and allow the recipients to take a step back and see what they have accomplished and how it is appreciated.

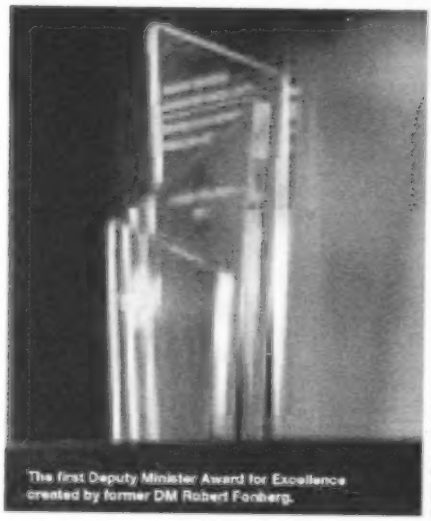
"Too often, we forget that a simple 'thank you' can have a major, positive impact."

– Natasha Zabchuk, Web Maestro, Chief Review Services

"It gave me tremendous pleasure to attend the Corporate Awards ceremony and to be surrounded by friends and colleagues, who were also being recognized for their exemplary efforts in the past year," shared Alvaro Vargas, recipient of the DM Commendation. "I think that this kind of event reminds us that innovation is alive and well in the public service and energizes us to do better."

FORMAL AND INFORMAL RECOGNITION

Both formal recognition, through nominating a colleague for a corporate award or instant award, and informal recognition, through simply telling a colleague that they are appreciated, can have a positive impact for the whole organization. Employees respond to appreciation expressed through recognition because it confirms their work is valued. When employees feel that they, and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. The Awards and Recognition program is a welcome opportunity to remind us of the importance of recognition.



The first Deputy Minister Award for Excellence created by former DM Robert Fonberg.

PHOTO: Richard Lacoste

"To be recognized alongside other deserving hard workers is an honour and a privilege," shares Natasha Zabchuk, Web Maestro with Chief Review Services. "Too often, we forget that a simple 'thank you' can have a major, positive impact. I think it's awesome to see first-hand that the Department appreciates when people bust their butts working on projects they believe in."

To read about this year's recipients and their accomplishments, visit the Awards and Recognition page on the Defence Team site at **dt-ed.mil.ca** ●

CANADA IN KOREA

60TH ANNIVERSARY OF THE ARMISTICE

I have so many cherished memories from my pilgrimage to Korea, particularly since those dark and difficult times of 1950-1953," e-mailed the once battle-hardened bagpiper, Eddy McHale, of the Black Watch. Now, reflecting on his brutal experiences on the front lines at the Hook, the crescent shaped ridge selected as tactical importance during the Korean War, the gentle-speaking veteran's recent return to Korea for the 60th anniversary of the United Nations' "Police Action" rekindled distant memories.

"I remember the friends I made with the Princess Patricia's Canadian Light Infantry and, in particular, their Catholic Priest – Father MacGregor. He was a wonderful person and his strong faith and beliefs greatly helped us then."

SETTING THE STAGE

The year is 1950. The United Nations has been in place for just five years promoting global peace and security. Canada brims with optimism as Canadians look forward to a prosperous and peaceful existence. Suddenly, an international crisis boils over on the Korean peninsula and the world holds its breath. What happens next is history.

KOREAN INVASION

The Communist North Korean Peoples' Army invaded their south Korean neighbor on June 25, 1950, capturing the capital, Seoul, just two days later. But a September 1950 UN sea landing at Inchon forced the North Koreans to retreat. Seoul was recaptured by UN Forces, which then crossed the 38th Parallel, moving toward the Chinese border. Chinese forces intervened with a massive offensive that drove the UN and South Korean Armies back across the 38th Parallel to southern positions along the Imjin River.

Prime Minister Louis St-Laurent reacted immediately, dispatching a naval flotilla from Esquimalt in early July to co-operate with other UN naval forces sailing towards Korea. Canada was in the game.

In mid-February 1951, units from Canada, Great Britain, Australia, New Zealand and India joined to form one Commonwealth Force, as part of a north-eastern advance toward the 38th Parallel. Korea, a rugged country with hills, swamps and rice fields, also has periods of severe seasonal weather which hampered combat operations. By the end of March, Canadian troops were in the Kapyong Valley and in mid-April UN Forces were again north of the 38th Parallel.

Western politicians debated invading China at the risk of expanding the war, but decided against such action and in late April 1951, with new troops and equipment, Chinese and North Korean forces struck in the western and west-central sectors. The aggressive Chinese advance forced American troops to move back or risk being overrun by the enemy. Canadian and other Commonwealth troops entered the battle in the Kapyong Valley and helped the Americans retreat to safety. The Canadians, from the 2nd Battalion, Princess Patricia's Canadian Light Infantry (soldiers lured into the army on short-service contracts, many of whom were veterans of the Second World War) were awarded a U.S. Presidential Citation for their gallantry.

ARMISTICE

Early in July 1951, ceasefire negotiations began. However, there would be two more years of fighting until the signing of the Armistice at Panmunjom on July 27, 1953. The uneasy truce which followed left Korea a divided country, yet the first UN intervention in history effectively stopped the aggression, and the UN emerged from the crisis with enhanced prestige.

PHOTO: Mike Bayne Norman

Bagpiper Eddy McHale

Republic of Korea Traditional Army Band parades down the central boulevard in Seoul, commemorating the 60th anniversary of the Korean War.

FORGOTTEN WAR

With no vital national interests at stake and the Canadian Armed Forces (CAF) able to sustain their contribution to the Korean peninsula by voluntary recruitment, the conflict made only a limited impression on the public. Once the drama of the war's first year turned into stalemate, the public forgot they were at war. Also, Korea was eclipsed by the memories of the Second World War which impacted everyone's daily lives. In the years following, talk of "the war" would continue to refer solely to the Second World War although that did not make it any less of a brutal war for the soldiers fighting in Korea.

THE TOLL

In total 26,791 Canadians soldiers, sailors, airmen and airwomen served in the Korean War with an additional 7,000 in-theatre between the ceasefire and the end of 1955. Five hundred and sixteen personnel would not return from the Korean peninsula. For the Canadian Army, who made up the largest contingent of CAF committed to the war, 309 were killed in action, 1,202 were wounded and 32 were captured by Communist forces. In 2013, the Year of the Korean War Veteran, we remember and pay homage to those men and women who served in Korea and those who made the ultimate sacrifice.

FINAL WORDS

"Sadly during the war, I was informed that one of my brothers, William, a sergeant in the Scottish Rifles, was killed in Kuala Lumpur by Communist Terrorists," relays Mr. McHale. "As I was in a war zone, I could not go to his funeral and this greatly upset me. But this wasn't the only family tragedy; another of my brothers, Thomas, who was a captain in the Seaforth Highlanders, gave his life in Burma in 1942. It is a very small comfort but I always feel our family gave great sacrifices in the dirty world of war, and, at least, I returned home safe and sound."

By remembering important events in our shared history, and our wartime achievements, we recognize the tradition of freedom Canadians have long fought to preserve – a tradition of excellence that our present day sailors, soldiers, airmen and airwomen are proudly keeping alive.

With files from
Veterans Affairs Canada ◆

JULY 1, 1916:

SLAUGHTER ON THE SOMME

Following an unparalleled week-long artillery barrage launching 1.7 million shells into a well-entrenched enemy defensive position along the Somme river, 120,000 British soldiers scrambled over the parapets into no man's land aiming to achieve a decisive victory. What those soldiers experienced as they crossed the shell-holed fire zone was nothing less than cold-blooded murder. In an effort to dislodge a tenacious German position and relieve flailing French forces in Verdun, the British hoped to crack the German line with their artillery and dislodge them with the infantry. By day's end, almost 60,000 British soldiers lay dead, wounded or missing with no objectives taken. The "siege" of the Somme was on. And without question, the first day of the five-month campaign was the bloodiest in British history.

CANADA'S CONTRIBUTION TO THE BATTLE

The 1st Newfoundland Regiment was part of the Somme assault force. In less than 30 minutes, they advanced into point-blank machine-gun fire and the Newfoundlanders suffered more than 700 casualties. Almost a century later, July 1 remains a day of commemoration and mourning in Newfoundland.

In late August 1916, the Canadian divisions moved to the Somme, where they took over a section of the line in front of Courcelette. On September 15, the 2nd and 3rd Divisions assaulted and captured the village. In the following weeks, the Canadians attacked repeatedly to advance only a few hundred metres over shell-pocked, corpse-strewn land. Their deadly battlefield objectives were finally taken by November 11.

Four Canadians received the Victoria Cross (VC) on the Somme. One of them, Piper James Richardson of the 16th "Canadian-Scottish" earned his for leading his kilted brothers through a stubborn German defence. Richardson's company was pinned down at a barbed-wire entanglement. Heavy casualties temporarily demoralized the 16th and the teenaged piper seized the initiative by rising from the ground in full view of the enemy, hoisted his pipes and marched up and down the wire. Inspired by his example, the 16th rushed the wire and captured their objective. Having left his pipes behind, Piper Richardson went back to find them and was never seen again.

MOST BLOODY FIGHT EVER WAGED

The five-month-long Battle of the Somme has been described as the most bloody fight ever waged in the history of warfare. The front line had moved forward only 10 kilometres. The Allies suffered more than 620,000 casualties – 24,029 of which were Canadian. The Germans call the Somme campaign *Das Blutbad* – the bloodbath and suffered more than 650,000 German casualties; of that number 235,000 were killed.

The Canadian Army official historian, Colonel G.W.L. Nicholson, said of the Somme: "... we cannot close our eyes to the horror of the mass butchery."

National Defence and the Canadian Armed Forces are dedicated to remembering our wartime heroes; we pay tribute to their legacy and honour those who continue to serve today.

The Canadian Army official historian, Col G.W.L. Nicholson, said of the Somme:

"... we cannot close our eyes to the horror of the mass butchery."

PHOTO: Library and Archives Canada

Piper James Richardson V.C. (centre), 16th Canadian Infantry Battalion ("The Canadian Scottish").

NEW ACCOMMODATION FOR SERIOUSLY INJURED MILITARY MEMBERS

A Barrier-Free Transitional Accommodation unit built to assist recovering seriously injured CAF members from the Winnipeg region opened June 12.

Canadian Armed Forces (CAF) officials opened a new Barrier-Free Transitional Accommodation unit June 12 to assist recovering seriously injured CAF members from the Winnipeg region.

Located throughout Canada, there are currently eight Barrier-Free Transitional Accommodations units ready for use and an additional three units are currently under development.

The program is part of the Legacy of Care funding initiative which was announced on September 28, 2010, as part of the government's commitment to supporting CAF personnel who suffer physical and mental impairments. Barrier-Free Transitional Accommodations are provided at no personal cost. These facilities include utilities, Internet access, phone, cable, housekeeping, maintenance, and transportation services to places of treatment.

The units are intended to accommodate seriously injured CAF members who are receiving regular, specialized treatment in a geographical location other than that of their principal residence.

"The Barrier-Free Transitional Accommodations properties exist to provide convenient living arrangements for our injured Canadian Armed Forces members and their families," said Defence Minister Peter MacKay. "Their care and support is vitally important, and this new unit in Winnipeg will provide them with much-needed respite while enduring an already stressful treatment regimen."

The three-bedroom bungalow in Winnipeg is the first Barrier-Free Transitional Accommodation unit to be built in the region. The construction and project management was overseen by the Joint Personnel Support Unit, Prairie Region, with further support from 17 Wing Winnipeg.

"It is immensely gratifying to have had the opportunity to work with 17 Wing on the construction of this transitional home," said the Officer Commanding for the Joint Personnel Support Centre Prairie Region, Major Richard Desjardins. "Our ill and injured CAF members have sacrificed so much for our country and the Joint Personnel Support Centre is glad to support them and their families." ◆

Q: I was reading the May 8 issue of *The Maple Leaf* (Vol. 16, No. 5) and I saw the article: Ask the Expert-Revamp you fitness program. I was wondering what advice you may have on how to maintain a fitness program and lead a healthy lifestyle when working shift work. I work 12-hour shifts that consist of two days from 0700 - 1900 and two nights from 1900 – 0700, followed by four days off. I find it very difficult to get proper sleep, eat well or maintain a regular fitness program. Any advice you would have would be greatly appreciated.

Thank you, Private, Gagetown, N.B.

A: Don't Let Shift Work Get you Down

One of the biggest challenges facing shift workers is finding a routine that works well for them and sticking with it. This is particularly true for fitness training. Regular exercise is an important strategy for staying healthy and it is also essential to staying fit enough to meet the operational demands of a career in the Canadian Armed Forces (CAF).

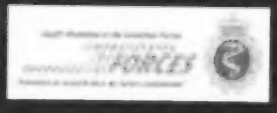
The good news is that in addition to its multitude of health benefits, doing regular exercise can actually help you cope better with the stress of shift work. Physical exercise energizes you and so can make it easier to handle your shift. Sleep quality also improves with regular physical exercise – something all shift workers could benefit from.

The following are some exercise strategies that shift workers may benefit from:

1. Set a time to exercise rather than doing it whenever you remember. Having as regular a routine as possible will make your life easier.
2. Shift workers often find the best time to exercise is right before their shift or shortly after they wake up.
3. Avoid exercising right before bedtime as exercise is stimulating and can make falling asleep more difficult.
4. Find a partner to exercise with – this makes it easier to workout on days when you are less motivated.
5. Exercise at work. The CF Health and Physical Fitness Strategy recommends that where possible all CAF personnel have the opportunity to exercise during their work day.
6. If you can't do a full workout during your shift, try taking short breaks to walk, stretch, climb some stairs, do some push-ups, etc. – it all adds up.
7. Try exercising while you commute to and from work – walking, running, biking, rollerblading, etc. In addition to the health benefits, this approach will save you time, save you money and is great for the environment.
8. If you prefer the gym, look for one that is open during the hours you aren't working.

The bottom line is that with a little planning even shift workers can get the regular exercise they need to stay healthy, fit and happy.

If you are interested in learning more about different healthy living topics, try contacting your health promotion office.



Answer provided by Strengthening the Forces. Send any related questions to: +Internal Communications Internet© ADM(PA)@Ottawa-Hull. *Only selected questions will be answered in subsequent columns.*

HEALTHY SUMMERTIME FOODS

The summertime is associated with barbecues, picnics, and camping trips, but these gatherings often consist of high-calorie foods such as hot dogs, burgers, potato chips, soft drinks, beer, and candy, to name a few. These foods can add to an enjoyable occasion, but their low nutrient value doesn't help to maintain a healthy diet. With the summer bounty of fresh foods, here are a few tips to savour your plate.

- **Eat fresh produce.** Summer offers a variety of fresh fruits and vegetables choices, not always available during the other seasons. Farmers' markets hold many options loaded with vitamins and minerals.
- **Consume sugar-free fluids.** Sugary drinks may "quench" your thirst, but they won't hydrate your body as well as water. Low-sugar drinks or unsweetened beverages are better options and won't add unnecessary calories.
- **Clean out your cupboards.** Stock up on fruits and vegetables and get rid of sugary treats. A living environment that reflects your summer goals makes for easier choices.
- **Make healthier barbeque foods.** If you have a hard time putting down the burger or hot dogs, make them with healthier choices such as whole grain buns, lean meats, and healthy toppings like guacamole. Don't forget to add plenty of veggies to the grill.
- **Make your own fruit smoothies.** Instead of indulging in ice cream to keep you cool, blend together some

KEEPING THE DEFENCE TEAM HEALTHY

READY FOR DISPOSAL

PHOTO: Cpl Malcolm Lyons

The crew of HMCS *Toronto* transports 50kg loads of hashish across the ship's flight deck in preparation for disposal in the North Arabian Sea on May 30, during Op ARTEMIS.

The crew of HMCS *Toronto* seized a massive haul of hashish, nearly 6 tonnes from the Dhow making it her fifth major interdiction in two months.

Defence Ethics Programme

DANGEROUS LIAISONS

Chief Warrant Officer (CWO) Phil Ritchey and Master Warrant Officer (MWO) Kevin MacKee are serving in a Canadian camp abroad, in support of an international NATO-led mission. They are about four months into their six-month tour. It is the second tour of duty for both of them.

"Good morning Sir, would I be able to see you today? I need to speak with you as soon as possible," says MWO MacKee, the camp Sergeant Major (SM).

"C'mon in Sergeant Major, how are you doing today?"

"Not too bad Sir," replies MWO MacKee. "However, we may have a big problem on our hands."

"What's going on?" asks the command SM, CWO Ritchey.

"Sir, it's what's going on with the big boss," says MWO MacKee.

Immediately, CWO Ritchey looks him square in the eyes, raising his eyebrows and asks, "What do you mean, our commander?"

"A lot of the troops are talking about what's going on with one of our platoon warrant officers and the commander. It's no secret anymore," says MWO MacKee. "Sir, I have investigated and interviewed a few members of that section and according to their statements, the warrant officer in question doesn't spend much time in their tent anymore. Many in the section have witnessed the non-commissioned member (NCM) entering the commander's suite late at night and not returning until early morning. It's becoming a joke," explains MWO MacKee, "and it's getting too hard to control this type of gossip, let alone ignore it."

"These are very serious allegations," says CWO Ritchey.

"Sir, this is starting to affect our work and the worst thing is that the NCM has apparently bragged about it," continues MWO MacKee. "I'm not sure how to deal with this one Sir, so that's why I have come to you with this issue. The last thing I need is a harassment charge or someone on the commander's staff throwing the book at me. What can I tell you Sir, I have done an investigation in this matter and this isn't right."

Later that day, CWO Ritchey meets with the commander's executive assistant (EA), Major Neil Stauffer.

"Good afternoon Sir," says CWO Ritchey.

"Good afternoon Sergeant Major, how's the coffee today?" asks Maj Stauffer.

"Same as everyday Sir, weak and not enough caffeine. Sir, I need to talk with you in private about some serious allegations."

"Step into my office SM," says Maj Stauffer.

"Sir, have you seen any strange behaviour lately between our commander and a certain NCM?" asks CWO Ritchey.

"SM, that's not something I'm prepared to talk about with anyone, whether there is or there is not anything going on," says Maj Stauffer.

"But Sir, this has become a big problem and I can't expect the whole camp to turn a blind eye. In my opinion, it's eroding morale," explains CWO Ritchey.

"And you think I should speak with the boss about this? Let's me explain something to you Mr. Ritchey. You and I have two months left before we get to leave this rat hole and go home to our families and a normal life. I may be looking at a promotion after this and from what I've heard, you may also be offered a senior appointment. Do you want to jeopardize that? I don't," explains the EA.

Just then, the head of the operations cell (G3), Colonel Clements sits down with them.

"Major, CWO Ritchey, what's going on today? You are both looking pretty serious."

"Sir, we're just discussing a dangerous liaison, so to speak."

"Ah, yes, the commander seems fairly happy lately," responds Col Clements.

It is obvious that many people know of the fraternization between the commander and the NCM. From a Defence Ethics perspective, is anybody obligated to do anything about it? What are their options?

For more information on this scenario or other situations, contact: +Ethics-Ethique@CRS DEP@Ottawa-Hull.

COMMENTARY

In teaching opportunities, the Defence Ethics staff has often received questions from military members and civilian employees about the ethics surrounding these types of situations. Some members of the Defence Team have remarked that it really isn't "a big deal" since the no-fraternization rule for Canadian Armed Forces operations is "outdated" or "ridiculous", while others believe this breaks the rules and affects everyone on the team. However, is there really anything *morally* wrong with this behaviour while acting as the commander? After all, many people have extramarital affairs.

First, there are two ethical principles in the CAF: integrity and honesty. This commander failed on both accounts as he broke the trust placed in him by his subordinates, his colleagues and his superiors. Because he ignored an order that he swore to uphold, he acted without integrity and honesty, thereby significantly sidestepping his leadership responsibilities. In order to have our subordinates "trust us and to influence them so that we are seen as leaders, we must demonstrate integrity and honesty". Hypocrisy and leadership, whether in the case of an NCM or an officer, do not mix.

Second, it must be noted where the behaviour took place. Soldiers are entitled to have complete trust in their commander, especially in a theatre of operation. If a commander exhibits a justifiable reason not to trust him or her, the chain of command breaks down. CAF members, at all ranks, should not be placed in a position by their commander to question his or her ability to lead.

Finally there's another ethical value highlighted by the Defence Ethics Programme, that of responsibility. On operations, the commanders have the most responsibility of anyone in fulfilling their duties and obligations. For commanders to disregard an order that they enforce for their subordinates means that they are irresponsible because they are not setting the ethical example that is required of them and that they have agreed to carry out.

The scenario "Dangerous Liaisons" is an important one, not only for the ethical values already talked about here, but because it allows us to see the perspective of those directly affected by the commander's illegal behaviour with one of his subordinates. In this scenario, three key people – the command SM, the commander's EA and the colonel in charge of operations – knew full well what had been going on and they are not the only ones who knew. According to the Queen's Regulation & Order*, each person who knows is legally obligated to report it. This is not snitching or ratting out, but part of our responsibilities and obligations as members of the military. No one says this is an easy thing to do. It takes courage and personal strength, particularly in the face of potential or suspected repercussions. We should remember, however, that any reprisal carried out against a CAF member is prohibited under QR&O 19.15. A CAF member can submit a protected disclosure of reprisal to the Chief Review Services under the CF Disclosure Process**. Public servants can submit a protected disclosure of reprisal to the Public Sector Integrity Commissioner under the Public Servants Disclosure Protection Act (PSDPA).

In this scenario, each person affected by the wrongdoing should ask him or herself what could happen if it is not corrected. This is an operational theatre and there are lives on the line. How will the operation be affected if trust in the commander is eroded? The mission can indeed continue as if nothing wrong or unethical is taking place, but at what cost? We are a professional military with appropriate and effective processes for self-regulation that should be implemented in order to rectify such wrongdoing.

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*Paragraph 28.1.2 of the *DND and CF Code of Values and Ethics* states that CAF members who are also in a leadership role have a particular responsibility to exemplify the military values of the CAF, the ethical values and the expected behaviours reflected in the Code. Furthermore, paragraph 28.1.3 stipulates that, "All Officers are obligated under QR&O 4.02(1)(e) (*General Responsibilities of Officers*), and all Non-Commissioned members are obligated under QR&O 5.01(e) (*General Responsibilities of Non-Commissioned Members*), to report to the proper authority any infringement of the pertinent statutes, regulations, rules, orders and instructions governing the conduct of any person subject to the *Code of Service Discipline*."

**For more information on the Disclosure of Wrongdoing process within the DND/CAF, consult: www.ido-bdi.forces.gc.ca/whistleblowing-eng.html.

RESERVISTS HONOUR EMPLOYERS AT NATIONAL CEREMONY

In a ceremony at the Canadian War Museum on June 7, the Canadian Forces Liaison Council (CFLC) held its Tenth Biennial National Employer Support Awards, honouring business, public and educational institutions for their support of the Primary Reserve Force.

"The men and women of the Reserves are an invaluable part of Canada's military family," said Defence Minister Peter MacKay. "Thanks to the work of Canada's employers and educational institutions, and the support of advocates across the country, it is becoming easier for reservists to help serve our nation and protect our values."

CFLC MANDATE AND MISSION

The CFLC is a group of civilian business leaders and educators who volunteer their time and effort to promote the Primary Reserve Force – Canada's part-time military – by highlighting the benefits of Reserve Force training and experience to the civilian workplace.

The mandate of the CFLC is to enhance the availability of reservists for military duty by obtaining the support and co-operation of organization leaders in Canada. The CFLC's vision is that all organization leaders in Canada actively support reservists.

AWARDS HIGHLIGHT SUPPORT TO RESERVES

Vice-Admiral Bruce Donaldson, Vice Chief of the Defence Staff, and many other senior military and government officials were among the more than 150 guests in attendance, which was held amidst the historic military collection of the Canadian War Museum's LeBreton Gallery.

"The National Awards Ceremony highlights the patriotism and sacrifice made by organizations in supporting Canada's reservists," said Rear-Admiral Jennifer Bennett, Chief Reserves and Cadets. "The organizations being recognized represent the tip of the iceberg of companies who directly contribute to the Canadian Armed Forces operational success abroad and in Canada."

Twenty-two awards were presented to organizations from across Canada, including business and academic institutions, who were recognized for their outstanding support to Canadian Armed Forces (CAF) Reserve Force members.

Warrant Officer Dan Gilles, a member of the Lorne Scots (Peel, Dufferin, and Halton Regiment) smiled proudly as his employer, General Electric (GE), accepted the award for Most Supportive Employer in Ontario.

"GE has gone above and beyond expectations to support time off for lengthy military courses and deployments. They have also demonstrated patience and understanding as employees await confirmation of training dates."

WO Gilles joined the Reserves in 1994 and has participated in numerous training exercises in Canada, the United States, and Great Britain. He has worked as a Field Manager with GE for the past 10 years.

Representatives from Canada's Cadet Program were on hand to greet attendees as they arrived. The Band of the Governor General's Foot Guards added to the ceremony's military flavour with striking musical performances throughout the evening.

SUPPORT TO FAMILIES OF DEPLOYED MEMBERS

"Typically, CFLC Awards were set up for recognition between employers and reservist employees. I felt Xplornet should be recognized for their support to the family members of deployed personnel," said Master Warrant Officer Kendall McLean, a member of 3rd Field Artillery Regiment in St. John, N.B., who nominated Xplornet Communications for recognition. Xplornet received the Special Award for Support to the Reserve Force, and the award for Most Supportive Employer in New Brunswick.

In 2012, MWO McLean deployed for nearly nine months to Kabul, Afghanistan as part of Operation ATTENTION, working with a Training Advisory Group at the Afghan National Army Artillery School.

"During my deployment, Xplornet supported my wife Shelley in numerous ways. To start, an e-mail was distributed department-wide requesting all employees respect her privacy while I was deployed to reduce the stress on her during that time. In addition, she was given flexibility to deal with family issues such as sick days, appointments, when dealing with our two small daughters. This was done with minimal impact toward her own sick days, vacation and personal days."

MWO McLean, a reservist for over 30 years, had nothing but high praise for his wife's employer, which also granted her additional her vacation to match his own leave during his deployment.

"Xplornet felt it was important to have our family reunited during this time."

The CFLC congratulates all the deserving organizations for receiving awards and thanks them for their ongoing support to Canada's Reserve personnel. Information about the CFLC and the complete list of the employer support awards can be found at **www.cflc.forces.gc.ca**.

PHOTOS: Cpl Heather MacRae

National Winner of the Award for Most Supportive Employer in Canada, General Dynamics Ordnance and Tactical Systems- Canada. BGen Richard Giguère, Jean Fournier, CFLC Quebec Chair, VAdm Bruce Donaldson, VCDS, Col Luis De Sousa, Quartier General 34E Group-Brigade du Canada, Andre Falardeau, president and CEO, General Dynamics Ordnance and Tactical Systems- Canada, Cpl Francois Hamel, 34 Service Battalion(Richelain), Scott Shepherd, CFLC National Chair.

Tenth Biennial Canadian Forces Liaison Council Employer Support Awards 2013.

NEW NATIONAL CHAIR OF CANADIAN FORCES LIAISON COUNCIL

Scott Shepherd, founder and president of NORTHSTAR Trade Finance Inc., has been appointed National Chair of the Canadian Forces Liaison Council (CFLC) by Defence Minister Peter MacKay. The appointment follows Mr. Shepherd's nine-year term as the British Columbia CFLC Provincial Chair, and will expand his responsibilities to strengthen civilian employers' support to Canadian Armed Forces reservists to all provinces and territories.

Mr. Shepherd helps promote and support small and medium-sized exporters in Canada and around the world and is Honorary Lieutenant-Colonel of the British Columbia Regiment (Duke of Connaught's Own); as well as Honorary Consul of Uruguay for British Columbia and Alberta.

"I thank my predecessor, John Craig Eaton, for his 23 years of leadership and vision as the National Chair, and am grateful that he will remain associated with the Council as a Chair Emeritus," said Mr. Shepherd. "It's an honour to continue his campaign to inform Canada's organizational leaders about the value reservists bring to their workplaces, in order to secure their partnership in granting leave of absence for military duty."

CFLC PROGRAMS

To enhance the availability of reservists for military duty, CFLC programs include awards and recognition, which encompass both provincial and national award ceremonies on a biennial basis; ExecuTrek visits to exercises; unit military leave representative training; and employer support issue resolution.

"Reservists are not only vital contributors to Canada's international and domestic defence responsibilities - they also link the Defence Team with the civilian community," added Mr. Shepherd.

CFLC CONTRIBUTIONS IN BRITISH COLUMBIA

In B.C., Mr. Shepherd and his military counterparts within the CFLC have been active in assisting and negotiating several cases in the past couple of years, which enabled reservists to deploy overseas and then reintegrate in their civilian occupations. In addition, as Provincial Chair, he influenced the provincial government to formally recognize Naval, Army, and Air Reserve personnel in B.C.

As he begins his new position as the National Chair, Mr. Shepherd expressed great pride for the work done by Canada's reservists.

"Reservists are not only vital contributors to Canada's international and domestic defence responsibilities - they also link the Defence Team with the civilian community."

– Scott Shepherd, CFLC National Chair

"Whether serving overseas, patrolling the north, or training in communities across Canada, we look to our Reserve Force with confidence as an integral aspect of the Defence Team, and that they will continue to do all Canadians proud. They are indeed twice the citizen."

Ex 2013

JOINTEX

MAPLE FLAG

A Colombian Air Force Super Tucanos aircraft. *(Photo has been altered)*

Un avion Super Tucano de la Force aérienne colombienne *(photo modifiée)*

Exercise MAPLE FLAG is an international air combat exercise held annually at 4 Wing Cold Lake. This year's MAPLE FLAG 46, which took place from May 27 to June 21, provided Canadian and Allied aircrew with realistic training in a modern simulated air combat environment and emphasized air operations involving large groups, or packages, of coalition forces.

MAPLE FLAG 46 was carried out in two two-week periods: May 27 – June 7 and June 10 – 21.

Period 1 was integrated into JOINTEX 13, an exercise that was designed to support, capitalize on and enhance training and readiness efforts across the CAF. During the exercise, a scenario is set with certain threats, both ground-based and air-based, that includes a detailed political and intelligence scenario. This scenario has an impact on how planning is undertaken and how decisions are made.

MAPLE FLAG est un exercice de combat aérien international qui se tient annuellement à la 4e Escadre Cold Lake. Cette année, l'exercice s'est tenu du 27 mai au 21 juin. Il a donné aux équipages du Canada et d'autres pays l'occasion de s'entraîner de façon réaliste dans un milieu moderne de simulation de combat aérien, et il était axé sur les opérations aériennes faisant intervenir des forces de coalition considérables.

MAPLE FLAG 46 s'est déroulé en deux périodes de deux semaines, soit du 27 mai au 7 juin et du 10 au 21 juin.

La première période a été intégrée à JOINTEX 13, un exercice conçu pour appuyer et améliorer les mesures d'entraînement, d'instruction et de préparation à l'échelle des FAC et pour en tirer parti. Au cours de l'exercice, on établit un scénario qui présente certaines menaces, terrestres et aériennes, et qui propose un contexte détaillé en matière de politique et de renseignement. Le scénario a une incidence sur la manière d'effectuer la planification et de prendre les décisions qui s'imposent.

MAPLE FLAG BY THE NUMBERS / MAPLE FLAG EN CHIFFRES :

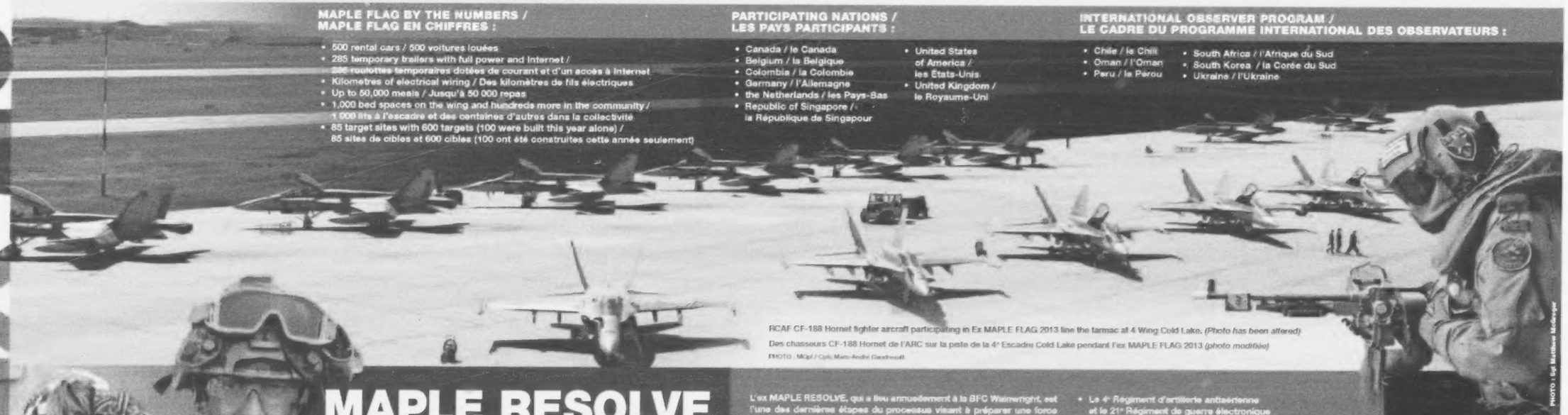
- 500 rental cars / 500 voitures louées
- 285 temporary trailers with full power and Internet / 285 roulottes temporaires dotées de courant et d'un accès à Internet
- Kilometres of electrical wiring / Des kilomètres de fils électriques
- Up to 50,000 meals / Jusqu'à 50 000 repas
- 1,000 bed spaces on the wing and hundreds more in the community / 1 000 lits à l'escadre et des centaines d'autres dans la collectivité
- 85 target sites with 600 targets (100 were built this year alone) / 85 sites de cibles et 600 cibles (100 ont été construites cette année seulement)

PARTICIPATING NATIONS / LES PAYS PARTICIPANTS :

- Canada / le Canada
- Belgium / la Belgique
- Colombia / la Colombie
- Germany / l'Allemagne
- the Netherlands / les Pays-Bas
- Republic of Singapore / la République de Singapour
- United States of America / les États-Unis
- United Kingdom / le Royaume-Uni

INTERNATIONAL OBSERVER PROGRAM / LE CADRE DU PROGRAMME INTERNATIONAL DES OBSERVATEURS :

- Chile / le Chili
- Oman / l'Oman
- Peru / le Pérou
- South Africa / l'Afrique du Sud
- South Korea / la Corée du Sud
- Ukraine / l'Ukraine



RCAF CF-188 Hornet fighter aircraft participating in Ex MAPLE FLAG 2013 line the tarmac at 4 Wing Cold Lake. *(Photo has been altered)*

Des chasseurs CF-188 Hornet de l'ARC sur la piste de la 4e Escadre Cold Lake pendant l'ex MAPLE FLAG 2013 *(photo modifiée)*

PHOTO : MCpl / Cpl Marc-Andre Gaudreault

MAPLE RESOLVE

Ex MAPLE RESOLVE, held annually at CFB Wainwright, is one of the final gateways before a Task Force is declared ready to deploy. The month-long training event focussed on combined arms groupings in an environment that mimicked the realities of a deployment.

Over 3,000 military personnel from: Canadian Army, Royal Canadian Air Force, Canadian Forces Health Services, Canadian Joint Operations Command and the Air Expeditionary Wing took part.

- 1 Canadian Mechanized Brigade Groups Headquarters
- All Source Intelligence Centre
- Influence Activities Task Force
- Military Police, Electronic Warfare
- Forward Support Group, Artillery
- 1 Princess Patricia's Canadian Light Infantry Battle Group - Armoured Squadron and Armoured Engineer Troop
- 5 Canadian Mechanized Brigade Group's Force Protection Company, 408 Aviation Squadron
- 4 Air Defence, and 21 Electronic Warfare
- 1 Canadian Mechanized Brigade Group Headquarters and 1 Field Ambulance
- Army National Guard elements of the Washington 1041st Transport Company, Aviation assets from Georgia
- The Utah-based, SHADOW TUAs
- Members from both the Canadian Red Cross and the International Council of the Red Cross and the Red Crescent
- Joint Task Force Support Component
- 2 Air Expeditionary Wing
- 2 Operational Support Element
- 19 Wing Mission Support Element
- DG Space D (NAVWAR)
- Defence Research Development Canada
- Civilian contractors from Allied Container Systems.
- 2 Air Expeditionary Wing

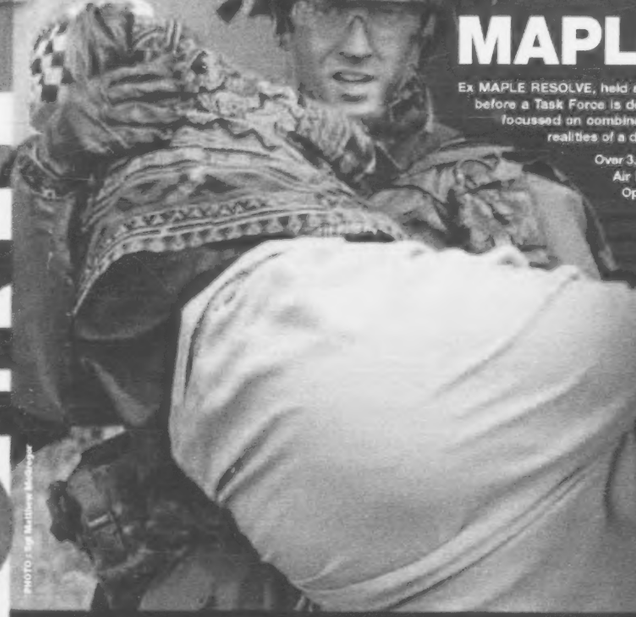


PHOTO : Sgt Matthew McGregor

Members of the 1 PPCLI, C Company evacuate a simulated casualty from the fictional village El Pennon during Ex MAPLE RESOLVE 13 in Wainwright, Alberta.

Pendant l'ex MAPLE RESOLVE 13, tenu à Wainwright, en Alberta, des soldats de la Cie C du 1 PPCLI transportent une personne blessée hors du village fictif d'El Pennon.

L'ex MAPLE RESOLVE, qui a lieu annuellement à la BFC Wainwright, est l'une des dernières étapes du processus visant à préparer une force opérationnelle à un déploiement. Cette année, l'exercice d'un mois portait sur les groupements interarmes dans un milieu s'apparentant à celui d'un déploiement réel.

Plus de 3 000 militaires de l'Armée canadienne, de l'Aviation royale du Canada, des Services de santé des Forces canadiennes, du Commandement des opérations interarmées du Canada, de l'Escadre expéditionnaire, ainsi que des unités, une entreprise et des organismes étrangers, ont pris part à MAPLE RESOLVE. Voici la liste des participants :

- Le quartier général du 1er Groupe-brigade mécanisé du Canada
- Le Centre du renseignement de toutes sources
- Le Groupe de travail sur les activités d'influence
- La police militaire, guerre électronique
- Le Groupe de soutien avancé, artillerie
- Le groupement tactique du 1 Princess Patricia's Canadian Light Infantry - escadron blindé et troupe blindée du génie
- La compagnie de protection du 5e Groupe-brigade mécanisé du Canada, 408e Escadron d'aviation
- Le 4e Régiment d'artillerie antiaérienne et le 21e Régiment de guerre électronique
- Le 1er Groupe-brigade mécanisé du Canada et le 1re Ambulance de campagne
- Des éléments de la Garde nationale de l'Armée de Washington de la 1041e Compagnie de transport, ressources d'aviation de la Géorgie
- Des lanceurs TOW sous blindage SHADOW de l'Utah
- Des membres du personnel de la Société canadienne de la Croix-Rouge, du Comité international de la Croix-Rouge et du Croissant-Rouge
- L'Élément de soutien de la Force opérationnelle interarmées
- La 2e Escadre expéditionnaire de la Force aérienne
- Le 2e Élément de soutien opérationnel
- L'Élément de soutien de mission de la 19e Escadre
- DD Espace (NAVWAR)
- Recherche et développement pour la défense Canada
- Des entrepreneurs civils de l'entreprise Allied Container Systems
- La 2e Escadre expéditionnaire de la Force aérienne

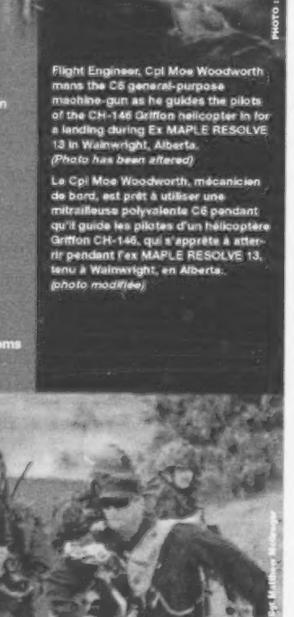


PHOTO : Sgt Matthew McGregor

Flight Engineer, Cpl Moe Woodworth mans the C6 general-purpose machine-gun as he guides the pilots of the CH-146 Griffon helicopter in for a landing during Ex MAPLE RESOLVE 13 in Wainwright, Alberta. *(Photo has been altered)*

Le Cpl Moe Woodworth, mécanicien de bord, est prêt à utiliser une mitrailleuse polyvalente C6 pendant qu'il guide les pilotes d'un hélicoptère Griffon CH-146, qui s'apprête à atterrir pendant l'ex MAPLE RESOLVE 13, tenu à Wainwright, en Alberta. *(photo modifiée)*

PHOTO : Sgt Matthew McGregor

Soldiers from the 1 PPCLI, C Company move to find cover as gunfire rings out in the fictional village of El Pennon during training on Ex MAPLE RESOLVE 13 in Wainwright, Alberta.

Pendant l'ex MAPLE RESOLVE 13, tenu à Wainwright, en Alberta, des soldats de la Cie C du 1 PPCLI cherchent un endroit où se mettre à l'abri des tirs qui résonnent dans le village fictif d'El Pennon.